

ANNUAL SERVICE DELIVERY PLAN 2024

Limerick City and County Council

Table of Contents

Note from Chief Executive	2
Introduction	4
Budget Strategy and Objectives	5
Organisational Structure	11
Organisational Resources approved at Budget 2024	12
Support Services Directorate	14
National and Regional Shared Services Centre Directorate	29
Economic Development, Enterprise and Tourism Directorate	39
Rural, Community and Culture Development Directorate	49
Regeneration, Sports and Recreation Directorate	63
Housing Directorate	68
Transportation and Mobility Directorate	74
Planning, Environment and Place-Making Directorate	82

Note from the Chief Executive

The Annual Service Delivery Plan sets out the principal objectives and priorities of the local authority for the services it intends to deliver every year and how it measures the delivery and performance standards achieved.

Such a plan is required under Section 134 (a) of the Local Government Act, 2001, as amended. This document is Limerick City and County Council's Annual Service Delivery Plan for 2024.

The Service Delivery Plan for 2024 details the high-level strategies from the Corporate Plan 2019-2024, while also giving an overview of the Council's anticipated budget landscape for the current year.

The activities included in the Service Delivery Plan take account of the priorities agreed during the annual budgetary process and will be subject to the expenditure service and subservice cost centres as set out in the Annual Budget 2024, along with the Schedule of Municipal District Works approved by the Metropolitan and Municipal Districts for the year.

The total estimated expenditure included in the Revenue Budget for 2024 amounts to €943million, an increase of €37million on the adopted figure for 2023.

The majority of the budget €694 million (74%) is for HAP Shared Services, which Limerick runs on behalf of the 31 local authorities, with the remaining €249 million allocated to day-to-day services for the citizens of Limerick.

The total estimated expenditure from the Capital Budget for 2024 amounts to €460million, with key areas to include housing, roads, flood relief and economic development.

The amount allocated to day-to-day services reflects an increase of €18million to maintain services at current levels while also enhancing resources in key priority areas. These key priority areas will bring focus on local service improvement with the aim to stimulate local economic boosts.

The demand for enhanced public realm and outdoor amenities has grown sharply in recent years, alongside a population, and increased provision has been made to maintain these areas, which has the dual benefit of responding to the demand of residents but also supports business through increased footfall in the towns and villages across the county.

In 2024, Limerick City and County Council will continue to invest in the rural and urban infrastructure through the delivery of the 2024 schedule of municipal district works subject to the availability of national funding

Limerick City and County Council provides over 700 different services to the residents, businesses and visitors in the city and county and has positioned itself as a proactive organisation to serve the people of Limerick.

The Council is committed to achieving high standards of service delivery. In this regard we will continue to monitor and review performance standards both with local KPIs as well as the performance indicators set by the National Audit and Oversight Commission (NOAC).

With a proposed change in the governance of this Local Authority in 2024, with the introduction of the Directly Elected Mayor, provision has been included in the budget to assist the Directly Elected Mayor in the implementation of their program.

Limerick 2030, a Limerick City and County Council DAC, will this year see site works begin on the Opera Square site, while the Discover Limerick DAC, will continue to showcase the iconic King John's Castle to a global market as part of an overall "A different kind of Energy" marketing campaign.

Once more this year, we will work to maintain a City and County Council that is recognised as ambitious and innovative for the people of Limerick.

Limerick City and County Council, its Elected Members, working with the people of Limerick and its stakeholders, will continue to demonstrate that we are dynamic, agile, innovative, and people centric.

Alongside our colleagues in the public sector and our partners in the private and voluntary/community sector we will deliver on a shared commitment to Limerick as set out in the Limerick Charter as we look to transition to an environmentally sustainable carbon neutral economy.

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 2024. 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 2024 Budget are set out below:

1. Housing & Regeneration

- Additional resources for the maintenance budget to meet the ongoing demands of our social housing stock
- Continue our planned maintenance programme to leverage additional sources of funding
- Maintain resources in Estate Management and Tenancy Enforcement (A04)
- Continue to support the Regeneration Programme (Physical, Social & Economic)
- Maximise Housing Adaptation Grants
- Additional Resources towards the Homeless Service
- Deliver on the 2024 targets across the 4 pathways within the 'Housing For All' plan
 - Pathway 1: Supporting Home Ownership and Increasing Affordability
 - Pathway 2: Eradicating Homelessness, Increasing Social Housing Delivery and Supporting Social Inclusion
 - Pathway 3: Increasing New Housing Supply
 - Pathway 4: Addressing Vacancy and Efficient Use of Existing Stock

2. Sport & Recreation

- Adoption of a Sports and Recreation Strategy for Limerick in conjunction with Sports Ireland.
- Resourcing and maintaining our key Council led Sports and Recreation facilities and leveraging match funding for essential capital works.
 - Finalise Operator for Grove Island and Askeaton Pool and Leisure Centres
 - Complete energy efficiency and plant capital works to allow Askeaton Pool and Leisure Centre to open in early 2024
 - Ongoing support for Rathbane Golf Club
 - Operate and Maintain Newcastle Regional Athletics Hub to the highest standards
- Develop other local smaller facilities as required and dependent on resources
- Support other stakeholders to enhance their facilities

3. Environment & Climate Change

- 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 2030 climate change targets and to meet the objectives of the Water Framework directive and the climate action plan.

4. Planning & Place Making

- Ensure increased focus on Place Making in the delivery of the Capital Programme

- Deliver on e-planning project thereby enhancing engagement with applicants and the public through the planning process

5. Rural and Community Development

- Deliver on the Town Centre First policy which aims to create town centres that function as viable, vibrant and attractive locations for people to live, work and visit, while also functioning as the service, social, cultural and recreational hub for the local community.
- Revitalisation of our urban areas and villages through a stronger focus on addressing dereliction, vacancy and delivering public realm improvements. Facilitating the Croí Cónaithe scheme
- Community Development Supports
- Engagement and advice to communities on grant schemes and other Council led support measures including:
 - Support to Ukraine Refugees
 - Facilitating the work of the LCDC
 - Securing maximum level of funding from national funding calls
 - Continue and where possible enhance our programme of supports to our communities

6. Cultural Development

- Delivering a cultural and arts programme for the benefit of the Citizens of Limerick and visitors to our City and County
- Supporting the role our libraries, gallery & museum play in enhancing the quality of life of our citizens.

7. Tourism Development:

- Driving the implementation of the Limerick Tourism Development Strategy and Wild Atlantic Way Gateway Strategy. Also to focus on resourcing and leveraging match funding ahead of hosting major events.
- Support Discover Limerick DAC a wholly owned subsidiary of Limerick City and County Council to operate and develop key tourism attractions in Limerick including King Johns Castle, Lough Gur and Adare Heritage.
- Enhanced Support for our key festivals and events
- Continue to maintain and market the 40km Limerick Greenway from Rathkeale to the Kerry bounds which is delivering a significant economic return for Limerick.

8. Economic Development

- Deliver the Local Enterprise Office programme of supports along with other Council initiatives to support the SME sector

- Continue to enable economic growth in the City and County
- Maintaining a clean and safe City Centre public realm essential to creating a positive urban environment and promoting economic activity for residents, visitors, and businesses.
- The economic revitalisation of our city centre and towns and continue to address the crisis in the retail sector.
- Lead a digital strategy that will lay the foundation for a ‘Smart & Greener Limerick Region’.
- Continue to promote and develop the Limerick Brand and Limerick as a destination for investment, socialise, work and reside.

9. Transportation & Mobility

- To continue to invest in the rural and urban infrastructure through the delivery of the 2024 schedule of municipal district works subject to the availability of national funding
- Progress key infrastructure projects to provide momentum to the economic growth in Limerick and the mid-west.
- Delivery of sustainable and active travel projects identified in the Limerick Shannon Metropolitan Area Transport Strategy in conjunction with the National Transport Authority

10. Frontline Local Authority Services

- Continue to deliver on key frontline services and maintain our ability to react to unforeseen events such as Ukraine Refugee response and extreme weather.

11. HAP Shared Services Centre:

- Deliver 2024 targets set for HAP shared service.

12. Directly Elected Mayor (DEM) with Executive powers

- Support the DEM and implementation of programme.

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

Analysis of Expenditure Requirements 2024

The total estimated expenditure included in the Budget for 2024 amounts to €942.79 million, an increase of €37.71 million on the adopted figure for 2023. The increased activity in the HAP Shared Service Center accounts for the majority of this increase. As this expenditure is matched by a corresponding income, it has no net effect on the Budgetary Provisions. The following Table 2 depicts Revenue expenditure by Division.

Division	Budget 2024	Adopted Budget 2023
A - Housing & Building	€67,606,276	€59,374,462
A - HAP Shared Service Centre	€693,706,315	€674,099,218
B - Road Transport & Safety	€52,652,751	€48,472,220
C - Water Services	€16,962,684	€16,427,716
D - Development Mgt	€29,962,342	€29,844,880
E - Environmental Services	€46,475,355	€41,034,879
F - Recreation & Amenity	€18,087,985	€16,402,873
G - Agri, Ed, Health & Welfare	€1,279,013	€1,311,337
H - Misc Services	€16,056,951	€18,652,859
	€942,789,672	€905,620,444

Table 2: Analysis of Expenditure by Division

The following chart gives a breakdown of expenditure by each division.

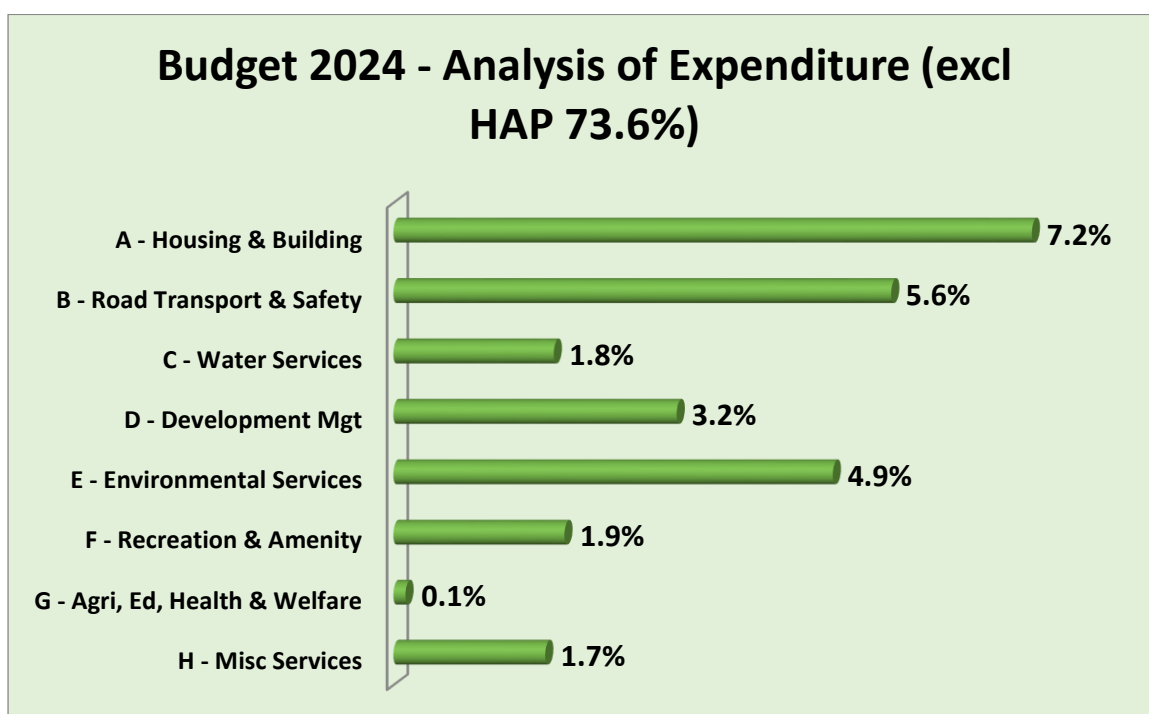


Chart 1: Analysis of split of Expenditure (excl HAP) by Division

The following bar chart shows the estimated expenditure for Budget 2024 for each Division, with comparative figures for 2023:

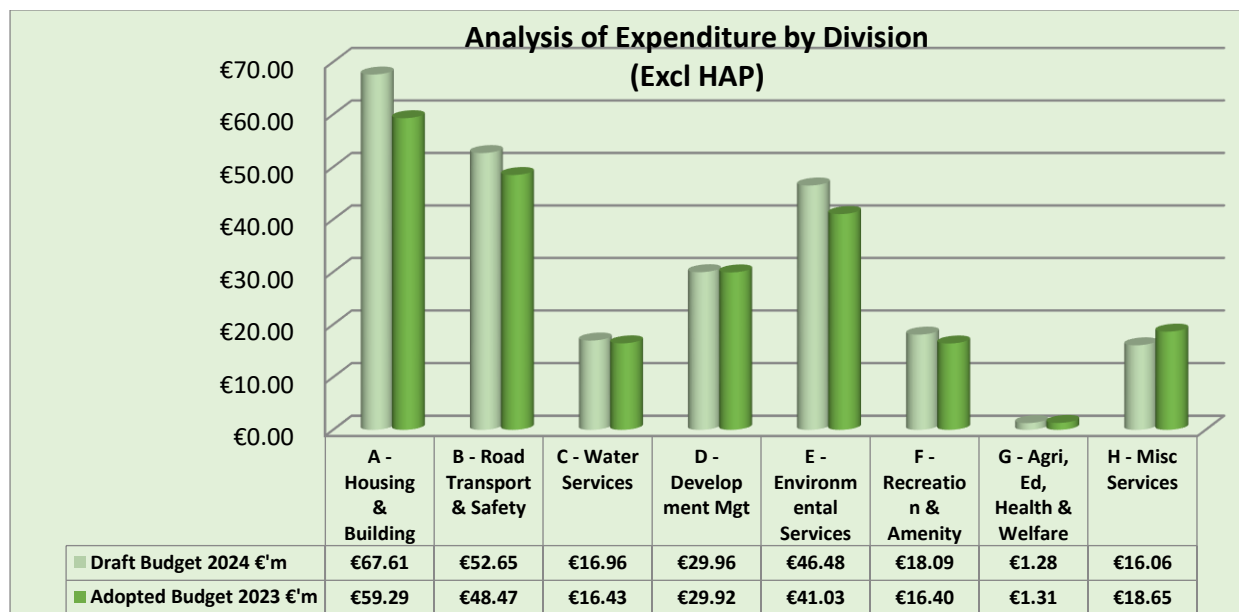


Chart 2: Analysis of Expenditure (excl HAP) by Division - Budget 2024 versus Budget 2023

Analysis of Income 2024

The level of expenditure shown above, at €942.79 million, will be financed from the following sources:

Source	Amount
1. Local Property Tax	€21,329,589
2. Commercial Rates	€64,181,299
3. Grants & Subsidies (net of HAP)	€104,799,070
4. Goods & Services (net of HAP)	€58,696,229
Sub Total Income (Excluding HAP)	€249,006,187
1. HAP Differential Rent	€161,503,409
2. HAP Subsidy from DHPCLG	€532,280,076
Sub Total HAP	€693,783,485
Total including HAP	€942,789,672

Table 3: Analysis of Budget 2024 Income

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

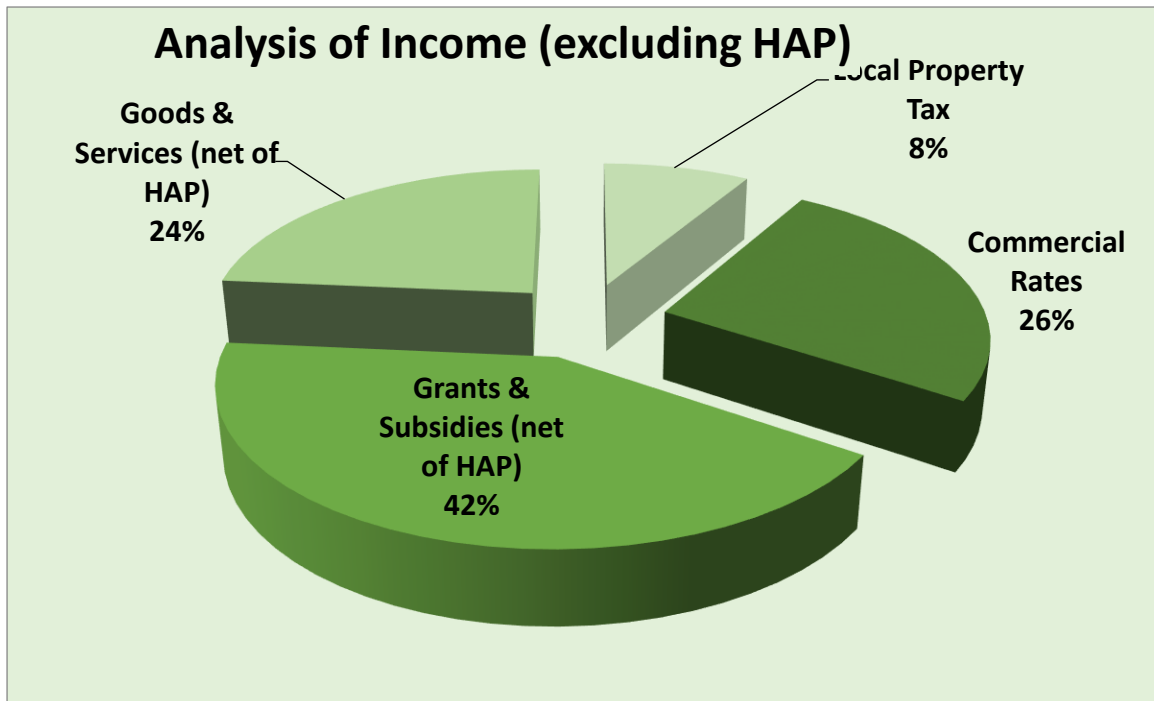


Chart 3: Analysis of Budget 2024 Income (excluding HAP)

58% of the Council's income (excluding HAP) is now generated locally through Commercial Rates (26%), LPT (9%) and Goods & Services (24%).

Organisational Structure



Chief Executive



Support Services

- Finance
- ICT
- HR & Business Improvement
- Corporate, Governance & Customer Services
- Marketing & Communications
- NMAC/MRCC
- Corporate Buildings and Estates

National and Regional SSC

- Housing Assistance Payment SSC
- Southern Regional Waste Management
- Fire & Emergency
- Water Services
- Ukraine Accommodation Response
- Metropolitan District

Economic Development, Enterprise & Tourism

- Trade & Investment
- Digital Services
- Local Enterprise Office Limerick
- Ryder Cup 2027
- Regional Enterprise Plan
- Tourism
- Innovate Limerick DAC
- Discover Limerick DAC

Rural, Community and Culture Development

- Rural Development
- Culture
- Community Development
- Property Management

Regeneration, Sports and Recreation

- Regeneration & Sports
- Askeaton Pool and Leisure Ltd

Housing

- Housing Support Services
- Housing Welfare & Traveller Accommodation
- LA Housing Construction & Maintenance
- Strategy & Non LA Housing Construction

Transportation & Mobility

- Travel & Transport Strategy
- Active Travel
- Roads, Traffic & Cleansing
- Mid West National Road Design Office

Planning, Environment & Place-Making

- Forward Planning & Public Realm
- Development Management & Place Making
- Environment and Climate Action
- CFRAMS
- Limerick 2030 DAC

Organisational Resources approved at Budget 2024

The Service Delivery Plan sets out objectives based on the Budget approved by the Elected Members. In this regard, the Council's Budget 2024 provides for a total expenditure of €942,789 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	€67,606,276	7.2%
A	HAP Shared Service Centre	€693,706,315	73.6%
B	Road Transportation and Safety	€52,652,751	5.6%
C	Water Services	€16,962,684	1.8%
D	Development Management	€29,962,342	3.2%
E	Environmental Services	€46,475,355	4.9%
F	Recreation and Amenity	€18,087,985	1.9%
G	Agriculture, Education, Health and Welfare	€1,279,013	0.1%
H	Miscellaneous Services	€16,056,951	1.7%
Total		€942,789,672	100%

Staffing resources available to the Council as at December 2023 are as follows –

Employee Category	Total
Managerial	9
Clerical/Administrative	600
Professional/Technical	262
Outdoor	424
Fulltime/Retained Firefighters	57
Overall Total *Doesn't include 49 temporary staff/Non DOE staff/Supernumeries	1352

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

Support Services Directorate

This Directorate is responsible for facilitating and supporting the organisation in the fulfilment of its duties. It is comprised of the following departments Finance Services Department, ICT Services Department, Human Resources & Business Improvement Department, Corporate Services, Governance & Customer Services Department, Marketing & Communications Department, Corporate Buildings & Estates, and NMAC/MRCC (National Mobilisation and Communication System/Munster Regional Control Centre).

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), 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 the infrastructure that hosts all of Limerick City & County Councils' systems, that includes file storage, Cyber-Security, email, communications, disaster recovery, Office Productivity Suite, and the ICT Service Desk which supports all of Limerick City and County Councils' Members and Staff.

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, wellbeing supports and human resource management assistance. Business Improvement, Archives & Lite unit oversees all major business improvement projects across the organisation, supports departments to make their own business improvements to gain greater efficiencies and effectiveness and provides information management for records and archives.

Corporate Services provide a range of support services to the management, staff and Elected Members including Meetings Administration for all Council, Metropolitan and Joint Policing Committee. Corporate Services is also responsible for Health and Safety, Register of Electors and local elections administration. The Corporate Services governance role includes administrative support to the internal audit committee, Data Protection, coordination of the obligations under the Public Sector Duty, Official Languages Act 2003 (as amended) 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.

Marketing and Communications Department is responsible for developing the Limerick brand, enhancing the profile of Limerick and marketing and promoting the city and county across a range of sectors namely, tourism, living and relocation, investment and education.

It is also responsible for raising public awareness of the role and contribution of Limerick City and County Council as a community leader and provider of essential services, the Communications function manages all internal and external communications: including media and public relations; social media; reputation management and crisis communications.

On 1st August a new department titled “Corporate Buildings & Estates” was established. There are two sections in the department as follows:

- 1) Corporate Capital Projects; and
- 2) Facilities Management.

The focus of the Corporate Capital Projects Team is the delivery of capital works projects to enhance buildings for the citizen and staff of Limerick City and County Council. The upgrade of our buildings will also focus on the challenges associated with Climate Change.

The Facilities Management Team manage the Corporate Buildings portfolio of:

- 1) Corporate Headquarters, Merchants Quay;
- 2) Civic Offices, Dooradoyle;
- 3) Lissanalta House, Dooradoyle;

- 4) Barrow House, Michael Street;
- 5) Carlton House, Henry Street;
- 6) Limerick Museum, Henry Street;
- 7) Limerick Regeneration Southside Office, Roxboro: and
- 8) The Granary, Michael Street.

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	Goal 8

effective while also providing a high quality customer service and experience.	
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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 2024 to fund these services:-

Principal/ Budget Service	Service Description	Total €
A01	Maintenance/Improvement of LA Housing Units	1,112
A06	Support to Housing Capital Prog.	504,552
A08	Housing Loans	938,747
A11	Agency and Recoupable Services	4,000
B05	Public Lighting	821,035
C01	Water Supply	45,000
C02	Waste Water Treatment	30,000
D05	Tourism Development and Promotion	987,520
D09	Economic Development and Promotion	2,178,250
D10	Property Management	409,646
E01	Landfill Operation and Aftercare	143,061
E10	Safety of Structures and Places	85,196
E11	Operation of Fire Service	391,992
E14	Agency and Recoupable Services	4,682,335
F02	Operation of Library and Archival Service	224,870
F05	Operation of Arts Programme	65,000

H01	Profit/Loss Machinery Account	149,922
H02	Profit/Loss Stores Account	28,346
H03	Administration of Rates	5,397,858
H04	Franchise Costs	128,935
H05	Operation of Morgue and Coroner Expenses	427,074
H09	Local Representation/Civic Leadership	2,131,554
H10	Motor Taxation	621,585
H11	Agency and Recoupable Services	743,055
J01	Corporate Building Costs	4,987,567
J02	General Corporate Services	5,314,329
J03	Information and Communication Technology	2,804,774
J04	Print/Post Room Services	226,696
J05	Human Resources Function	3,334,189
J06	Finance Function	1,835,338
J07	Pensions and Lump Sum Costs	18,157,298
J08	Area Offices	177,230
Total		57,978,065

Principle Service Objectives -

The table below sets out the service delivery objectives for the principal services that will be delivered during 2024:-

Principal Services	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 to the 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 implement the new system of an ongoing Register of Electors and management of the Local Elections in accordance with statutory requirements.	<p>To regularly publish updated versions of the Register on an ongoing basis as required. To transition to online rolling register of electors.</p> <p>Operation and management of Local Elections as required.</p>

Principal Services	Objective	Performance Standard
Corporate and Civic Events	To organise all Civic and Mayoral receptions as requested.	Organise and manage Civic Receptions, Mayoral Receptions and Annual Mayors Ball.
Information Management	To ensure compliance with legislative requirements in relation to Freedom of Information (FOI), Ombudsman and Access to Information on the Environment (AIE) requests.	Respond to any Freedom of Information (FOI), Access to Information on the Environment (AIE) and Ombudsman requests, in a timely manner. Review appeals within statutory deadlines.
Data Protection	Adhere to statutory requirements in relation to the GDPR and The Data Protection Act, 2018.	<p>Implement measures and monitor data protection compliance across the organisation.</p> <p>Provide ongoing training and guidance.</p> <p>Coordinate the Data Monitoring Committee and their sub committee's i.e., CCTV Oversight Board.</p> <p>Continue to support the implementation of Section 40 of the Data Protection Act relation to elected members' protocol.</p> <p>Ensure Service Level Agreements, DPIAs, Data Processor Agreements and DP policies are in place.</p> <p>Further to the DPC Audit, the Data Protection Unit will continue to support the Council in meeting its statutory obligations regarding CCTV and other surveillance technologies, as well as incorporating new legislation e.g. The Circular Economy and Miscellaneous Provisions Act, 2022 and the future enactment of the Road Traffic and Roads Bill, 2021.</p>

Principal Services	Objective	Performance Standard
		Coordinate response to SARs.
Archives and Records Management	<p>Digital Records Management</p> <p>Archives</p>	<p>Manage LITe/SharePoint Records Management structure and permissions system.</p> <p>Plan upgrades of MS365 records management functionality in MS365 and SharePoint Online to ensure business continuity.</p> <p>Review Records Management Policy to incorporate evolving information governance.</p> <p>Support development of key competencies around information management through staff training and communications.</p> <p>Provide arrangements for public access to archival records and prioritise digital access.</p> <p>Digitise P22 Hunt De Vere collection.</p> <p>Implement the Revised National Retention Policy for Local Authority Records across digital and paper formats.</p>
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.	Performance standards set out in SMC proposed a programme of work for 2024 after Management Team approval.
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.

Principal Services	Objective	Performance Standard
Procurement	To achieve best practice and value for money in procurement in-line with European, National and Local Directives, Legislation and Policies. Promote Green Public Procurement (GPP) within the Council.	<p>Monthly Reports submitted to management team on percentage of compliance/non-compliance against spend.</p> <p>Public Spend Code data uploaded to website (if applicable).</p> <p>OGP Spend Tracker –usage of National FW’s to be collated for OGP Annual Report.</p> <p>Ongoing review of procurement references being used on Agresso.</p> <p>Monitor GPP compliance in-line with LGMA/OGP guidance/templates.</p> <p>Relay and have available on the intranet all procurement information.</p> <p>Continue to develop newly established Requisitions Oversight Unit to improve adherence to procurement policy and ensure a consistent approach across the organisation.</p> <p>Develop register of contracts to provide additional oversight.</p>
Estate and Facilities Management of Corporate Buildings	Compliance with Building Safety Standards and Provision of Fit for Purpose Corporate Office Accommodation.	<p>Manage multiannual contract to carry out statutory maintenance and repairs to Corporate Buildings.</p> <p>Provide CAFM system for staff to report building issues.</p> <p>Continue to keep Corporate Buildings safe, clean and in good condition.</p> <p>Manage reduction in Corporate Building’s energy usage to meet Climate Action targets and improved waste recycling and reduced waste disposal.</p>

Principal Services	Objective	Performance Standard
		<p>Deliver small office remodelling and building services upgrades works.</p> <p>Manage office moves where required.</p> <p>Manage issuing of building and carpark access controls to staff.</p> <p>Deliver significant essential building safety and energy upgrade works in Corporate buildings.</p>
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 and 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.

Principal Services	Objective	Performance Standard
3 Year Capital Programme	Production of 3 Year Capital Programme	Completion of 3 Year Capital Budget.
Project Management	Manage the delivery of a project oversight system for major projects.	Oversight of risks, issues, budget allocation and project governance.
Business Improvements Projects	Production of a Transformation Strategy to guide the prioritisation and implementation of Business Improvement projects.	Transformation Strategy adopted with timeline for implementation.
Service Design	Embed design thinking in the delivery of business improvement projects.	Human centric approach to the improvement of services for both staff and citizen.
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.
Internal Communication	Ensure the communication flow throughout the organisation.	Communication template in place. Staff App providing increased engagement with desk bound and non-deskbound staff. Staff Liaison Network held bi-monthly. Senior Forum and Senior Capital Project Groups administered monthly. Internal Operational Level Agreements in place.
Recruitment	Recruit in a timely manner the most suitably qualified personnel to fill identified posts based on business need and available budgets.	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 access to supports.	Implementation of a monitored, consistently applied programme of sick leave management.

Principal Services	Objective	Performance Standard
		<p>Delivery of wellbeing programme incorporating active promotion of Employment Assistance Programme and the provision of a suite of health related workshops, events and information throughout the year.</p> <p>Delivery of phase 1 of 3 year Wellbeing strategy (adopted in December 2023). Phase 1 will consist of extensive staff engagement, the setting up of a cross departmental wellbeing committee and the development of a Wellbeing Action Plan for 2024 – 2026.</p>
Learning and Development	Facilitate staff to realise their potential through an identified training and development programme, thereby maximising their contribution to the Council.	<p>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.</p> <p>Provision of an online PMDS system to facilitate greater staff engagement and enhanced access to training opportunities.</p>
Payroll and Pensions	In conjunction with MyPay Shared Services, ensure payroll and pensions are paid promptly and accurately in accordance with relevant legislation and timeframes.	In conjunction with MyPay Shared Services, 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	A schedule of regular consistent meetings with Unions in a proactive attempt to identify and resolve issues of change, performance, and staff welfare in a timely manner. An agreed dispute resolution process where agreement is not possible.

Principal Services	Objective	Performance Standard
	the relevant dispute resolution mechanisms.	
Time and Attendance	<p>Ensure all staff are complying with the objectives set out in the Attendance Management Scheme and Work Life Policies/Legislation.</p> <p>Review operation of Blended working arrangements in accordance with Government/Sectoral Guidelines.</p>	<p>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.</p> <p>Implement any amendments to Blended Working Scheme in accordance with national guidelines.</p>
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 (15,000 emergency calls approx.).</p> <p>Maintain ISO 9001:2015 Standard Certification.</p>
National Mobilisations and Communications System	Implementation and management, on a National basis, of Fire Service communications and mobilisation infrastructure.	Establishment and development of NMACS Team. Procurement and implementation of the replacement National Fire Services Mobilisation platform and migration of Fire Services Nationally to the platform, ongoing management of delivery of system to agreed standards.
Service Desk Services	<ul style="list-style-type: none"> • 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. • KB articles created to help future resolutions.

Principal Services	Objective	Performance Standard
		<ul style="list-style-type: none"> • Accurate statistics in the monthly report by verifying the Type/Sub-Type of each WO. • Conduct quarterly reviews of top recurring issues, take preventative measures where necessary.
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.
Communications & Collaboration Services	<ul style="list-style-type: none"> • Investigate feasibility of switching Phone System from PRA's to SIP Voice. • Remove old legacy numbers 061 – 407XXX & 061 – 496XXX. 	<ul style="list-style-type: none"> • More reliable & efficient system with easy failover between MQ and DD.
	<ul style="list-style-type: none"> • Integrating MS Teams with LITe records management SharePoint Online sites. 	<ul style="list-style-type: none"> • Improved collaboration.
Cyber Security Services	<ul style="list-style-type: none"> • Manage any Tickets Raised by the Monitored XDR system & Implement fixes. 	<ul style="list-style-type: none"> • Early awareness and response to cyber-attacks.
	<ul style="list-style-type: none"> • Implement findings of Cyber Security Tabletop Exercise. 	<ul style="list-style-type: none"> • Incident response team in place. • Management Awareness improved, and decision regarding RTO agreed.
	<ul style="list-style-type: none"> • Continue Firewall Consolidation. 	<ul style="list-style-type: none"> • Simpler configuration will High Availability between MQ and DD.
	<ul style="list-style-type: none"> • Keep ICT Staff up to date on new vulnerabilities and procedures for protecting the Council from these. 	<ul style="list-style-type: none"> • Improved awareness and ability to respond to Cyber issues.

Principal Services	Objective	Performance Standard
	<ul style="list-style-type: none"> Complete Schedule for Patching of Tier 1 Servers. 	<ul style="list-style-type: none"> Patching Schedule in place.
	<ul style="list-style-type: none"> Ensure firmware on all devices is up-to-date. (Servers, Networking, Storage etc.). 	<ul style="list-style-type: none"> Security and Firmware updates at most recent version available.
	<ul style="list-style-type: none"> Cyber Security Audit to Penetration Testing & Mitigate any findings. 	<ul style="list-style-type: none"> Improved awareness of Security Posture.
	<ul style="list-style-type: none"> User awareness Training. 	<ul style="list-style-type: none"> User awareness programme in place.
Network Services	<ul style="list-style-type: none"> Upgrade Wi-Fi Access Points. 	<ul style="list-style-type: none"> Improved AP's in place and operational. More reliable Wi-Fi Network.
	<ul style="list-style-type: none"> Logical Fibre Network, increase capacity of Fibre Network (Hyde Road Project). 	<ul style="list-style-type: none"> Additional Capacity available on the fibre network.
Print and Related Services	<ul style="list-style-type: none"> Procure and implement a new Managed Print Service. 	<ul style="list-style-type: none"> Improved and more cost-effective printing services available.
Software and Applications Distribution.	<ul style="list-style-type: none"> Implement Software Asset Management System. 	<ul style="list-style-type: none"> Improved Licence Management. Single Corporate Solutions. Improved vulnerability management.
DR\Business Continuity	<ul style="list-style-type: none"> Test different aspects of Disaster recovery quarterly. Review documentation and amend process if necessary. 	<ul style="list-style-type: none"> Documentation in place. Successful testing completed. Review process in place.
Marketing of Limerick	<ul style="list-style-type: none"> Implementation and continuation of 'Brand Limerick' initiative. 	<ul style="list-style-type: none"> Extensive campaigns to consolidate Limerick's reputation for being a great place to work, live, invest and visit with a different kind of energy.
Communications	<ul style="list-style-type: none"> Develop the Council's ability to proactively promote itself and communicate effectively with stakeholders. 	<ul style="list-style-type: none"> Create and deliver engaging campaigns to showcase the range of services delivered by the Council. Engage proactively with media to ensure the Limerick narrative is beneficial.

National and Regional Shared Services Centre

Directorate

Housing Assistance Payment Shared Services Centre (HAPSSC):

The Housing Assistance Payment (HAP) Scheme is one of the integrated housing supports offered through Local Authorities. The HAP Shared Services Centre is the national customer contact and financial transactional shared service for HAP and is operated by Limerick City and County Council on behalf of the 31 local authorities across the country along with the Dublin Regional Homeless Executive. Since the commencement of the scheme, the HAP Shared Services Centre has processed over 116,750 tenancies and currently supports over 57,000 active HAP tenancies. A weekly average of 164 HAP tenancies have been set-up during 2023. Over 24,800 homeless HAP tenancies have been set up to date. The HAP Shared Services Centre also provide data management and analytics on all HAP Transactions.

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 coordinate the implementation of activities of the Southern Region Waste Management Plan and in 2024 the current plan will be replaced by the National Waste Management Plan for the Circular Economy. The transition to a Circular Economy will include proactively promoting the circular economy, 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 covers the administrative areas of Carlow, Clare, 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:

Fire and Emergency Services Department Limerick City and County Council as Fire Authority operates and manages the Fire Service in Limerick 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. Civil Defence, Major Emergency Management and Water Safety are also part of the Fire and Emergency Services.

Water Services:

In July 2023 Limerick City and County Council signed the Master Co-operation Agreement with Uisce Éireann. All operational services on the public water and waste water networks

are now under the direct control of Uisce Éireann. Staff have the option to remain in Water Services until the end of 2026, and as such oversight of some matters are retained and will remain in the National and Regional Shared Services Directorate until then.

Laboratory Services and the provision of the Rural Water Service remain with Limerick City and County Council pending a final decision on the appropriate and relevant structures for their ongoing administration.

Ukrainian Response Team.

The Ukrainian Response in Limerick has provided for the refurbishment and operation of three Local Authority Managed Accommodation Centres at Cappamore, Abbeyfeale and Askeaton. 2024 will see the continued operation of these three Local Authority Managed Accommodation Centres for Beneficiaries of Temporary Protection (those fleeing the war in Ukraine). Additional opportunities to refurbish state owned properties for temporary accommodation centres will be explored and the Ukrainian Response Team will continue to work with potential commercial proposals to ensure national standards for such accommodation and the operation of same are met.

Limerick City & County Council continue to operate the Offer a Home Programme in Limerick. This programme saw the occupation of approximately 100 vacant homes across Limerick City and County during 2023 and additional offers will see more families being offered a temporary home under this programme throughout 2024. The Ukrainian Response Team continue to support both the pledger and the families in every offer.

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

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
In partnership with Irish Water, encourage continued investment in Water Services infrastructure.	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 2024 to fund these services:-

Principal/ Budget Service	Service Description	Total €
A12	HAP Programme	691,680,993
C01	Water Supply	6,202,639
C02	Waste Water Treatment	2,657,022
C05	Admin of Group and Private Installations	2,743,386
C06	Support to Water Capital Programme	295,152
C07	Agency and Recoupable Services	73,994
C08	Local Authority Water and Sanitary Services	20,000
D06	Community and Enterprise Function	1,489,755

D08	Building Control	133,952
E06	Street Cleaning	385,000
E08	Waste Management Planning	2,996,422
E10	Safety of Structures and Places	421,086
E11	Operation of Fire Service	15,767,673
E12	Fire Prevention	556,018
E13	Water Quality, Air and Noise Pollution	141,935
F05	Operation of Arts Programme	100,000
Total		725,665,027

Principal Service Objectives -

The table below sets out the service delivery objectives for the principal services that will be delivered during 2024:-

Principal Services	Objective	Performance Standard
<p>HAP.</p> <p>Housing Assistance Payment Financial Transactional Shared Services for the Local Government Sector</p>	<p>Process 8,800 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>Maintain ISO 9001:2015 Standard Certification</p> <p>Debt Management Manage accounts efficiently maintaining a proactive approach to debt collection</p> <p>in-line with Ministerial guidelines</p>	<p>Weekly Tenancy Processing</p> <p>Weekly Tenant Rent Run</p> <p>Monthly Landlord Payment</p> <p>Estimated to be less than 56,0000 active HAP tenancies in 2024</p> <p>Maintain collection rate at current level (>95%)</p>

Principal Services	Objective	Performance Standard
<p>Southern Region Waste Management.</p> <p>Publish National Waste Management Plan for a Circular Economy 2024-2030</p>	<p>To make Plan through CE Orders and publish plan in Q1 2024</p> <p>Prepare annual work programme in accordance with National Waste Management Plan to implement targets and progress priority actions</p> <p>Monitor national capacity for Municipal Solid Waste and Construction and Demolition Waste in conjunction with other Regions on</p> <p>Develop and roll out National & Regional Awareness Campaigns in conjunction with the other Regions and DECC for Household, Commercial and Construction Sector</p>	<p>Publication date</p> <p>Report on annual work programme for 2024</p> <p>Publication of Quarterly Reports</p> <p>Ensure programme runs on time, achieves value for money and stays within DECC & Regional budget.</p>

Principal Services	Objective	Performance Standard
<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>Maintain sufficient operational readiness and capability, to deliver an appropriate response to Fire Service Incidents.</p>	<p>No of Premises inspected in 2024</p> <p>No of Fire Safety Certificates issued in 2024</p> <p>Participate in Transition Year programme in 2024</p> <p>Number of incidents attended in 2024</p> <p>Cost of Fire Service per capita in 2024</p> <p>Time taken to mobilise fire brigades in respect of fire/other emergency incidents in 2024</p> <p>Percentage of cases in respect of fire/other emergency incidents in which first attendance is at the scene within;</p> <p>0 - 10 minutes 10 – 20 minutes Over 20 minutes</p> <p>Maintain ISO 9001:2015 Standard Certification in 2024</p> <p>Maintain ISO 45001 Standard certification in 2024</p>

Building Control	<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 in 2024</p> <p>7 day notices</p> <p>Number of Disability Access Certificates processed in 2024</p> <p>Number of Certificates of Compliance on Completion processed in 2024</p> <p>% of new builds inspected equal to or greater than national target of 12-15% of commencement notices received in 2024</p> <p>Cost of building control service per capita in 2024</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 in 2024</p> <p>No. of incidents where MEM framework is activated in 2024</p> <p>No. of Mid-West Regional Steering and Working Group Meetings attended in 2024</p>
Civil Defence	<p>Maintain sufficient operational readiness and capability, to deliver an appropriate response to civil emergencies and events</p>	<p>Number of Events attended in 2024</p>
Water Safety	<p>Promotion of water safety to prevent drowning on the water.</p>	<p>Promotion of water safety to prevent drowning on the water.</p>

<p>Water Services</p> <p>Water Services Administration of Group and Private Installations</p>	<p>Administer Private Well Grants on behalf of the Department of Housing, Local Government and Heritage.</p>	<p>Number and value of grants administered.</p>
	<p>Administer Lead Pipes & Fittings Grants on behalf of the Department of Housing, Local Government and Heritage.</p>	<p>Number and value of grants administered.</p>
	<p>Progress the upgrade of Group Water Schemes.</p>	<p>Number of Schemes Upgraded.</p>
	<p>Takeover of Group Water Schemes.</p>	<p>Number of Schemes will be taken over by Uisce Éireann.</p>
<p>Ukrainian Response – identifying, providing and supporting accommodation solutions for those fleeing the war in Ukraine.</p>	<p>Working with the Department of Children, Equality, Disability, Integration and Youth, continue to operate Local Authority Accommodation Centres for Beneficiaries of Temporary Protection (fleeing Ukraine).</p>	<p>Continue the operation of Cappamore Accommodation Centre until November 2024, Askeaton and Abbeyfeale Accommodation Centres into 2025 and act as agent for DCEDIY for the Fernbank Accommodation Centre into 2025.</p>

	Support the Department of Children, Equality, Disability, Integration and Youth by sourcing appropriate accommodation solutions as required and supporting the private operators of accommodation centres in navigating and responding to the needs of the new residents in Limerick	Continue to engage in potential and existing accommodation solutions provided by private operators in accordance with national standards.
	Support the Department of Housing, Local Government & Heritage through examining and proposing refurbishment projects for consideration under the Emergency Refurbishment (Ukraine) Project and appropriate sites for potential Rapid Build Homes	Continue to engage in potential and existing accommodation solutions in accordance with national standards.
	Administer the Offer a Home Programme in Limerick City and County.	Continue to assess offers and where suitable seek to match pledged accommodation to Beneficiaries of Temporary Protection. Continue to provide supports to both the owner and occupants of Offer a Home properties.
	Active participation in the Limerick Community Response Forum.	Continue to Work with the Community Forum to ensure wraparound services are delivered to Beneficiaries of Temporary Protection in Limerick.

Economic Development Enterprise and Tourism Directorate

The Economic Development, Enterprise, and Tourism Directorate is dedicated to the growth of both urban and rural communities in Limerick, positioning them as key drivers of economic prosperity. Aiming to make Limerick the premier destination for investment and a welcoming environment for new businesses, this Directorate plays a pivotal role in the Council's economic development and strategic planning initiatives.

Comprising a number of interconnected business units, including Trade and Investment, the Local Enterprise Office (LEO), Innovate Limerick, Tourism, Discover Limerick DAC, and Digital Services, the Directorate engages with local, regional, national, and international partners, to promote Limerick as a prime investment and tourism destination. The Economic Development, Enterprise, and Tourism Directorate actively participates in regional and national strategies, taking a lead role in selecting and funding all economic development projects. This Directorate ensures seamless coordination with government agencies and stakeholders to drive economic growth in the region.

The Tourism component of the Directorate oversees the implementation of the Limerick Tourism Development Strategy 2019–2023, focusing on four key themes to unlock Limerick City and County's tourism potential. Emphasising the creation of signature experiences and infrastructure, such as the Limerick Greenway, the Tourism department aims to boost visitor numbers and extend their stay in Limerick. Collaborating with key stakeholders, the department enhances the overall tourism experience in Limerick, strategically positioning the city in the Wild Atlantic Way Region. With a special focus on Limerick City's role as a "Gateway" city to the Wild Atlantic Way and as a Destination Hub in the River Shannon Masterplan and Ireland's Hidden Heartlands, the Tourism Department plays a crucial role in maximising Limerick's appeal on both a national and international scale.

Planning and preparation for the Ryder Cup 2027 Adare Manor, Limerick is underway with the appointment of a Ryder Cup Coordinator for the Council to work with partners in

implementing a strategic delivery plan for the Council which includes coordination of event logistics alongside creating legacy for 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
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
Delivery on our Tourism Strategy, Culture Strategy and Library Development Programme to enhance the tourism and cultural offering in Limerick	Goal 2

Work collaboratively with our partners in public agencies, the community and voluntary sector and local businesses to maximise local employment and training opportunities in those areas experiencing persistently long term unemployment and economic inactivity.	Goal 2
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
Support meaningful and effective consultation and participation processes in the development of plans, policy-making and in service and project design and delivery.	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

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 2024 to fund these services:-

Principal /Budget Service	Service Description	Total €
A01	Maintenance/Improvement of LA Housing Units	130,000
A04	Housing Community Development Support	130,000
B04	Local Road - Maintenance and Improvement	38,356
D04	Industrial and Commercial Facilities	75
D05	Tourism Development and Promotion	1,403,105
D06	Community and Enterprise Function	35,000
D09	Economic Development and Promotion	4,997,060
F01	Leisure Facilities Operations	30,000
F03	Outdoor Leisure Areas Operations	30,000
F04	Community Sport and Recreational Development	85,000
F05	Operation of Arts Programme	349,732
J02	General Corporate Services	238,031
J03	Information & Communication Technology	1,115,388
Total		8,581,747

Principal Service Objectives -

The table below sets out the service delivery objectives for the principal services that will be delivered during 2024:-

Principal Services	Objective	Performance Standard
Trade & Investment	Consolidate business investment in Limerick to create employment opportunities for the citizens of Limerick	Growth in the job announcements from year to year.
Trade & Investment	Enhance the marketing of Limerick both domestically and internationally	Host and conduct international visits promoting Limerick as an investment location.
Trade & Investment	Encourage retail business within the city centre	Host retail investment conference and promote Limerick as a retail opportunity
Trade & Investment	Promote diaspora participation in the promotion and development of Limerick	Host diaspora events nationally and internationally
Festivals & Events	To build and grown Festivals & Events offering in Limerick To build and grow festivals and events offering in Limerick	A range of festivals and events planned and successfully implemented. Prepare a Festivals & Events Implementation Plan Deliver Civic Festivals
Tourism	To develop a new Tourism Strategy for 2024-2029 Complete review of 2019 – 2023 Tourism Strategy	New Tourism Strategy Commenced Review completed and key learnings incorporated into new strategy 2024 - 2029

	<p>Tourism Strategy delivery and implementation</p> <p>To promote Climate Change and Sustainability in Tourism initiatives, including development of climate action initiatives on Limerick Greenway</p> <p>Delivery of Tourism Capital Projects</p>	<p>To deliver on the actions in the Limerick Tourism Development Strategy 2024 – 2029 in partnership with Failte Ireland, Tourism Ireland, Waterways Ireland, Ballyhoura Development Company, Munster Vales, West Limerick Resources and actively engage with stakeholders across all sectors.</p> <p>Implement the actions set out in the Limerick Greenway Biodiversity Plan Work with stakeholders externally and colleagues internally to support the development of climate action projects.</p> <p>Consider sustainable and restorative initiatives in tourism.</p> <p>Commence works on Newcastlewest Carpark and Hub</p> <p>Complete redevelopment works at Ardagh Stationhouse Hub, Barnagh Stationhouse, Abbeyfeale Goods Shed, subject to successful RRDF application</p> <p>Work with Marketing and Communications on the implementation of various Tourism initiatives and attractions, including Limerick</p>
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	<p>To promote and develop Limerick as a place to visit.</p> <p>Work with Tourism Stakeholders</p> <p>Engage with Discover Limerick DAC</p>	<p>Greenway and Discover Limerick Pass.</p> <p>Engage with Tourism businesses and support their attendance at trade shows, and online promotion platforms.</p> <p>Complete feasibility studies for various projects that will grow the Tourism offering for Limerick.</p> <p>Continue to work with Failte Ireland on specific initiatives developing Limerick as a place to visit, including Limerick WAW Gateway city, Hidden Heartlands and region on the Wild Atlantic Way, River Shannon Tourism Masterplan, Shannon Estuary Way.</p> <p>Work with colleagues internally on the continued development of Nicholas Street and Kings Island Tourism initiatives.</p> <p>Continue to support the work of the DAC, collaborating on initiatives and projects being led by the DAC</p> <p>Working across Directorate to deliver tourism initiatives to capitalise on funding opportunities through RRDF, Leader, Community Enhancement, Town and Village Renewal, Interreg and others.</p>
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	<p>Ensure a variety of tourism projects are developed and ready for submission when external funding opportunities arise.</p> <p>Deliver on Shannon Accessibility Study projects and initiatives.</p>	<p>To continue to work with State agencies Fáilte Ireland, Waterways Ireland and others.</p> <p>To continue to work with Local and National Stakeholders to facilitate the provision of tourism infrastructure along the River Shannon.</p> <p>To continue to work with Waterways Ireland on developing the potential accessibility for recreation and tourism purposes of various waterways in Limerick city.</p>
Digital Services	<p>To ensure that Limerick’s digital assets offer secure and convenient means to access Council services and information.</p>	<p>Continuous updates to Limerick.ie and MyLimerick to ensure high availability and secure Council interactions</p> <p>Coordinate the rollout of key digital infrastructure and IoT devices to facilitate better service delivery, and meet the requirements of the Council</p> <p>Improve internal and external accessibility of data gathered from digital infrastructure to drive better decision making.</p>

		Begin the process of creating Limerick's new Digital Strategy following the publication of the Local Government Management Agency's Digital Strategy
Digital Services	To progress the digital transformation of day to day Council operations	<p>Migrate Sugar CRM to a modern, cloud-based solution</p> <p>Devise and begin the build out of data and dashboard infrastructure to make relevant data available to those who need to consume it in a safe, secure and responsible way</p>
Digital Services	To ensure that Limerick has high quality, cost-competitive broadband and mobile service delivery	<p>The Broadband Officer will liaise with National Broadband Ireland and the Planning department to help with necessary planning applications for the continued roll out of broadband infrastructure</p> <p>The Broadband Officer will plan for and prepare community and outreach programs that can be delivered to community groups and schools to close the digital divide</p> <p>Work with mobile network operators and mobile towers operators to address mobile phone coverage gaps</p>
Digital Services	Operate and maintain public realm CCTV	Operate and maintain the city and county CCTV schemes

Digital Services	EU Programmes	<p>Continue with the monitoring and evaluation phase of the Horizon 2020 EU project, +CityxChange</p> <p>Plan and roll out an EU projects education programme for Elected Members and Council staff</p> <p>Identify and build relationships with potential partners and identify new potential EU projects that line up with Council objectives and needs</p>
Tourism	Prepare for Ryder Cup 2027	<p>Work with partners to plan for the delivery of a successful Ryder Cup 2027.</p> <p>Implement the Ryder Cup Strategic Delivery Plan.</p>

Rural Community and Culture Development

Directorate

The Rural, Community and Culture Development Directorate was established in June 2023, with the responsibility of supporting rural, community and cultural development throughout Limerick.

The Rural Development Section, which was created to support the growth of towns, villages and the rural areas, through the formulation of applications in collaborations with local communities, for funding to support the growth of these areas, in line with Government policy.

The Community Development section is responsible for development and implementation of the Local Economic and Community Plan (LECP), facilitates the work of the Local Community and Development Committee and the delivery of key National Programmes, such as the Social Inclusion and Community Activation Programme (SICAP), EU Leader programmes and community funding streams. The section is also responsible for the delivery of new integration programmes to support all members of the migrant community and lead at a local level on the Government's Health and Well Being initiatives – such as Age Friendly, Healthy Limerick, and Healthy Communities.

The Culture Development Directorate has responsibility for the delivery of a cultural and arts programme on behalf of the citizens of Limerick. The Arts Office is responsible for delivering the adopted Limerick Cultural Strategy Framework 2016-2030.

The Library Service manages an extensive branch library network in Limerick City and County. The Library provides supports, programming and information for reading development and literacy, lifelong learning, and health and wellbeing. It provides access to a wide-ranging collection of materials both physical and digital.

Limerick Gallery of Art is a dedicated space for the visual arts, serving the City County and Mid-West region. It has a permanent collection of over 900 art works representing many of Ireland's major artists. Limerick Museum is the oldest local authority museum in the state, with the largest collection of Limerick-related objects in existence (over 65,000 items).

Property Management Services are responsible for continued action in the towns and villages in terms of tackling dereliction and vacancy. The Section also seeks to implement the Rural Limerick Housing Development Programme – targeting dereliction and delivering housing for the private market and also utilising funding received under Urban Regeneration and

Development funding Call 3, targeted funding to address vacancy and dereliction in the Metropolitan Area. The Section are also responsible for all sales, acquisitions, disposals and licences on behalf of the Local Authority.

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
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	Goal 5

City and County Council – led initiatives including Healthy Limerick and Age-Friendly Limerick.	
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
Continue to work with the Limerick Sports Partnership 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
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 2024 to fund these services:-

Principal/ Budget Service	Service Description	Total €
A04	Housing Community Development Support	15,000
A07	Housing Grants	62,905
B04	Local Road - Maintenance and Improvement	120,000
D05	Tourism Development and Promotion	320,750
D06	Community and Enterprise Function	1,794,824
D09	Economic Development and Promotion	823,997
D10	Property Management	860,609
D12	Agency & Recoupable Services	2,600,000
E04	Provision of Waste to Collection Services	410,000
E05	Litter Management	182,274
E08	Waste Management Planning	21,800

F02	Operation of Library and Archival Service	4,469,727
F03	Outdoor Leisure Areas Operations	40,500
F04	Community Sport and Recreational Development	466,907
F05	Operation of Arts Programme	3,173,234
F06	Agency & Recoupable Services	3,310
G05	Educational Support Services	133,000
J08	Area Offices	500
Total		15,499,338

Principal Service Objectives -

The table below sets out the service delivery objectives for the principal services that will be delivered during 2024:-

Principal Services		Objective	Performance Standard
Derelict Administration	Sites	To compile derelict sites register and to process the charging of levies as per the Derelict sites Act 1990. The purpose of the register is to address properties which detract from the amenity, character or appearance of land in a neighbourhood	Maintain a register of derelict sites. Number of cases closed due to engagement. Number of properties entered into the Derelict Site Register. Number of notices issued.
Vacant Administration	Sites	Process the Vacant Sites Levy for all vacant development sites in the Limerick City and County	Maintain a register of vacant sites.
Vacant Administration	Homes	The Vacant Homes Officer addresses the vacancy of	Map accurate picture of vacancy.

	<p>properties in the local authority's area for the purpose of increasing occupancy of existing homes (Private and Social)</p> <p>Croi Conaithe Scheme introduced late 2022 – this is to be managed and grants issued in 2024 as applications are received</p>	<p>Reactivation of Vacant Homes.</p> <p>Number of Grant applications applied for/and also approved.</p> <p>Number of Grant applications being paid out against.</p>
Rural Limerick Housing Development Fund (RLHD)	Administration of the funding approved to address Dereliction in Limerick towns.	Increased activity will be identified and building projects underway as opportunities arise.
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 2024, e.g. Buy and Renew, Regeneration, Part V</p> <p>Disposal of Properties as requested by other departments or which are identified and established as excess to requirements of LCCC.</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>Number of Purchase completed.</p> <p>Number of Disposals completed as requested – split by Section 183 approved, completed and total in progress.</p> <p>Income collected as per Budget 2024.</p>

	<p>Progress implementation of new Property Interest Register – ongoing review to ensure all property recorded on the system</p> <p>Digitisation of folios on acquisition and disposal. Verification of title.</p> <p>Liaise with Land Development agency re Colbert Development</p>	<p>Number of database entries validated.</p> <p>Number of Maps drafted.</p> <p>Number of Title Queries dealt with.</p>
Paint Scheme	The scheme offers a 50% grant subject to maximum of €500 toward the cost of shop/house front enhancement – mainly in derelict / vacant buildings.	Number of Grants issued.
Town Centre First Administration	To prepare Town Centre First Plan to seek to revive towns throughout Limerick, in line with Government Policy, in consultation with local communities.	Delivery of the Town Centre First Plans.
Rural Funding Streams Administration	Grant Scheme to rejuvenate towns, villages and the rural areas throughout Limerick	<p>Number of applications approved for</p> <ul style="list-style-type: none"> - Rural Regeneration and Development Funding; - Town and Village Renewal; - Outdoor Recreation Infrastructure Scheme; - Clár Programme.
Limerick Local Community Development Committee (LCDC)	Support the decision-making functions of the LCDC in SICAP, LEADER and other programmes in local community development.	LCDC effectively performs its oversight role in SICAP and LEADER and other grants programmes (e.g., CEP).

	Support its strategic role in bringing a more coordinated approach to local community development	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 oversight and contract management of SICAP Ensure physical and financial targets are met in the delivery of the programme and that most disadvantaged individuals, groups and communities are supported.	SICAP priorities agreed at national and local level are fully implemented. Most disadvantaged groups and communities are effectively reached. KPIs are achieved within all cost parameters set. Additional SICAP Ukrainian Supports to be agreed and delivered.
Local Development Strategy/Rural Development LEADER	Support the LCDC in its oversight and delivery of LEADER, if proposal for 2023-2028 successful, and other community programmes in rural development	Based on outcome of evaluation of LDS/LEADER 2023-2028 for Limerick, ensure arrangements are in place for delivery of LEADER in East and West Limerick. Administer and complete drawdowns of LEADER 2016-2020 projects and close out programme. Complete EU Article 48 Audit Checks.
Other Community Grant programmes	Work with partners and local communities to generate projects/prepare applications for DRCD and other Departmental community grant programmes (e.g., Community Centres Investment Fund)	Number of projects submitted. No. Projects & funding approved. Funding drawdown. Projects completed.

<p>Integration Supports</p>	<p>Develop a new Integration Strategy</p> <p>Establish the Local Authority Integration Team in accordance with Government Policy.</p> <p>Facilitate the development of a Migrant Forum.</p> <p>Facilitate the co-ordination of Ukrainian Supports.</p>	<p>Strategy Completed.</p> <p>Integration Team established - Q1.</p> <p>Migrant Forum in place.</p> <p>Number of Ukrainian Forum Meetings held.</p> <p>Maximise opportunities to provide supports/ funding in a manner that provides value for money and addresses the emerging needs.</p>
<p>Age Friendly Programme</p>	<p>Oversee the delivery of the Age Friendly Programme and Strategy</p>	<p>Meetings of Age-friendly programme structures – Alliance, Older People’s Council</p> <p>Number of initiatives delivered.</p> <p>Number of beneficiaries.</p>
<p>Public Participation Network (PPN)</p>	<p>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</p> <p>Support capacity building of community and voluntary groups in cooperation with the PPN</p>	<p>PPN Secretariat Work Programme developed and in implementation.</p> <p>PPN representatives on and participating in relevant committees and other structures.</p>
<p>Local Economic and Community Plan (LECP)</p>	<p>Adoption of LECP Framework Plan 2023-2028 by Council after input from</p>	<p>Support LECP Advisory Group and LCDC and SPC in process to approve LECP Framework Plan.</p>

	<p>LCDC/SPC, MDs/MA and RA (LCDC and Economic SPC)</p> <p>Prepare Implementation Plan for LECP (2023-2025)</p>	<p>Present and get input to LECP Framework Plan from MA/MDs and Regional Assembly (Q1 2024).</p> <p>LECP Framework Plan to full Council for approval in Q2.</p> <p>Develop Implementation Plan 2023-2025 based on input from other Council Services and key partner agencies.</p>
Health and Wellbeing Programmes	Continue the rollout of the Healthy Ireland and Healthy Communities Programmes.	<p>Number of campaigns developed.</p> <p>Number of projects supported.</p> <p>Number of projects funded.</p>
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. New strategic plan to be launched in 2024</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> <p>Continuation of the shared island initiative between Limerick, Derry, Belfast, Dublin and Cork.</p>
Arts	<p>To grow Limerick's arts and 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>Number and range of open calls for bursaries/awards/strategic fund maintained and/or enhanced.</p> <p>Number of opportunities for artists to avail of professional development and network opportunities.</p>
Arts	To become a centre for active research and problem solving in Culture that will	Build and strengthen networks of cooperation to develop cultural opportunities through Creative Europe,

	<p>have local, national and European Significance</p> <p>To increase and support the role of Creative Industries in Limerick</p>	<p>Creative Ireland and Arts Council applications.</p> <p>Support structures devised for the development of a strong and sustainable local culture and creative industry.</p>
Arts	To place arts and culture at the heart of the economic growth and regeneration of Limerick	<p>To support a cultural brand for Limerick as an exciting cultural destination.</p> <p>To continue to support the growth of key cultural organisations.</p> <p>To manage the portfolio of cultural properties, to maintain and enhance existing infrastructure and to support the development and enhancement of facilities.</p>
Arts	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	Number of quality cultural events supported through greater partnerships, lifelong learning opportunities and volunteering initiatives.
Arts	To engage citizens through involvement in culture	Well-developed cross-community collaborative projects recognising the experience, expertise and diversity of local creative practitioners, communities and other partners.
Arts	Deliver Culture & Creativity Strategy	<p>To deliver on the Culture and Creativity Strategy with the Culture and Creativity team in partnership.</p> <p>To leverage funding for Limerick through Creative Ireland applications delivered in partnership.</p>
Arts	Public Art	Deliver Public Art Policy.

Library Service	<p>To implement policy objectives of the National Public Library Strategy 2023-2027 - <i>The Library is the Place: Information, Recreation, Inspiration</i></p> <p>Implement Library Development Plan 2021-2025</p>	<p>Delivery of actions under the new National Strategy.</p> <p>Delivery of Actions in Library Development Plan.</p>
Library Service Library Service	<p>To create and develop online content and to enhance access to online resources</p> <p>To further develop strong links and partnerships with internal / external agencies.</p> <p>To underpin Libraries role as a socially inclusive community, cultural, educational, information and learning centre</p>	<p>Enhance accessibility of library content online and broaden offer, including launch of new Local Studies website and introduction of film and music online apps.</p> <p>Development and implementation of programmes in collaboration with internal and external stakeholders.</p>
Library Service	<p>To progress plans for the new City Library on the Opera site</p> <p>Continue to develop and promote programme of cultural, community and children's events</p>	<p>Preparation and submission of Stage 3 to the Dept.</p> <p>To organise, deliver and promote a programme of targeted events, collaborating with and supporting national / local programmes and initiatives delivered across library branch network and online platforms.</p>
Gallery of Art (LCGA)	<p>Continue to provide a programme of high standard exhibitions and events.</p> <p>Continue and develop links</p>	<p>Further development of links with local, national and international artistic communities and institutions.</p>

<p>Gallery of Art (LCGA)</p>	<p>with the local, national and international artistic communities and institutions.</p> <p>Publish and prepare implementation plan based on LCGA Strategic Plan 2020-2025</p> <p>Develop and continue to deliver a Learning and Public Engagement programme.</p> <p>Continue to enhance LCGA's presence online with integration within the LCCC website, Limerick.ie</p> <p>Develop a programme for digitisation, cataloguing the Permanent Collection</p> <p>Continue to pursue a virtual presence online in addition to "live" in-Gallery experiences</p>	<p>Implement on LCGA Strategic Plan 2020-2025</p> <p>Shinnors Scholar in place and now working in collaboration with local primary schools to deliver a programme of Learning and Public Engagement.</p> <p>Continue to work with colleagues in ICT and LCCC website to get LCGA web site onto Limerick.ie.</p> <p>Continue to gather the information required for the catalogue about the Permanent Collections at LCGA.</p> <p>LCGA to continue to pursue making it possible to experience exhibitions online through social media engagement.</p>
<p>Museum</p>	<p>Produce and implement a new strategy for Limerick Museum</p> <p>Enhance website and develop online platforms to</p>	<p>New strategy to be published, implementation plan in place and implementation process commenced.</p> <p>Development of a Museum website.</p>

	<p>ensure that Limerick Museum is accessible online</p> <p>Commence Limerick Museum's progress through the Museum Standards Programme for Ireland (MSPI) process</p> <p>To further develop the potential of the Limerick Museum</p>	<p>Complete the initial steps in the MSPI process.</p> <p>Strengthen and raise the profile of Limerick Museum through social and other media, development of a comprehensive programme of events and enhancement to the public opening hours.</p>
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Regeneration Sports and Recreation Directorate

The overall aim of Limerick Regeneration is to enable safe and sustainable communities by improving quality of life and promoting greater social and economic inclusion in the designated regeneration areas of Moyross, St. Marys Park, Southill, and Ballinacurra Weston. This aim is supported through the implementation of Limerick Regeneration Framework Implementation Plan.

The objective in terms of Sport and Recreation is to support the sporting activities of our citizens together with the sustainable development and maintenance of sporting facilities in collaboration with the Limerick Sports Partnership, National/Regional/Local Sporting Bodies, Clubs, Community groups and other bodies across the entire city and county.

Supporting Strategy Description	Corporate Strategic Goal
Continue to deliver the Limerick Regeneration Framework Implementation Plan in partnership with communities and partner agencies.	Goal 1
Work to ensure that 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
Work collaboratively with our partners in public agencies, the community and voluntary sector and local businesses to maximise local employment and training opportunities in those areas experiencing long term unemployment and economic inactivity.	Goal 2
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

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
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Principal Services and Financial Resources –

The table below sets out the Principal Services to be delivered and the current budgetary provision* adopted by the Members of Limerick City and County Council in Budget 2024 to fund these services:-

Principal/ Budget Service	Service Description	Total €
A06	Support to Housing Capital Programme.	700,500
E05	Litter Management	10,000
F01	Leisure Facilities Operations	555,250
F04	Community Sport and Recreational Development	162,268
Total		1,428,018

*Limerick Regeneration is significantly supported by the Department of Housing Heritage and Local Government and this is reflected in the Council’s Capital Programme.

Principle Service Objectives -

The table below sets out the service delivery objectives for the principal services that will be delivered during 2024:

Principal Services	Objective	Performance Standard
Limerick Regeneration	Deliver and support the delivery of Physical Infrastructural improvements and investment within the designated Regeneration areas	<p>Number of new housing units planned and/or built</p> <p>Number of housing units refurbishments planned and/or completed</p> <p>Number of public realm improvements planned and/or completed</p> <p>Number of new infrastructural initiatives including community planned and/or completed</p> <p>Number of new services/businesses opened or refurbished</p>
	Deliver and support the delivery of social regeneration within the designated Regeneration areas	<p>Number of community events planned and/or completed</p> <p>Percentage increase in educational attainment</p> <p>Percentage reduction in crime</p>
	Deliver and support the delivery of economic regeneration	Number of placements into employment or training from the outreach to employment initiative

<p>Sport and recreation facilities in local communities</p>	<p>Development of a Local Sports Plan in conjunction with Limerick Sports Partnership</p> <p>Planning and development of new and improved Sports Facilities directly and indirectly in conjunction with Sporting and Community Groups Management of recreation and sport facilities.</p>	<p>Plan prepared and adopted</p> <p>Number of New/improved facilities planned and/or developed.</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>Number of Programmes and Initiatives</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>Number of Trained Leaders and Initiatives</p>
	<p>To support equality of opportunity and facilitate people of all ages and abilities to access physical activity throughout their lifecycle.</p>	<p>Number of Initiatives and programmes supporting disadvantaged communities and marginalised community groups</p>
	<p>To develop the combined potential of physical activity providers and key stakeholders to get limerick active together.</p>	<p>Working in Partnership Support LCCC create the Local Sports Plan as identified by the National Sports Policy and Launch LSP Strategy for 2024-2028</p>
	<p>To deliver all educational components that ensures “best practice” is maintained through community groups, youth organisations and sports clubs.</p>	<p>Number of courses and qualified coaches and leaders.</p>

	Create and sustain Community Sports Hubs in, Croom, Moyross, Athunkard and Garryowen working with key partners to promote sport and physical activities.	Impact of Hubs within the community through, initiatives, programmes, and educational opportunities. Explore the possibility of an additional community Sports Hub in County Limerick
	To implement the Action Plan developed to establish Limerick as an “Active City” supported by Sport Ireland and Dormant accounts.	Launch Active Cities Locally Progress capital development under the capital investment plan for Active Cities. Activate all amenities created under the Active Cities project
	To deliver funding streams through grants that will help, community organisation, sports clubs, youth groups and voluntary groups, return to sport and physical activity.	Support Sport and Physical activity across all communities.
	Progress new programmes supported under the Physical Activity for Health and Social Innovation for Sport.	New Programmes and partnerships supporting those with chronic health conditions and those from marginalised communities.
	Explore new and current funding streams to support additional staff and initiatives.	Complete funding applications and relevant bids.

Housing Directorate

‘Housing for All - a New Housing Plan for Ireland’ was published in September 2021 and is the Government’s Housing Plan up until 2030. It is a multi-annual, multi-billion euro plan, which will improve Ireland’s Housing System and deliver more homes of all types for people with different housing needs.

The policy has four pathways to achieving housing for all:

- **Pathway 1** - Supporting Home Ownership and Increasing Affordability
- **Pathway 2** - Eradicating Homelessness, Increasing Social Housing Delivery and Supporting Social Inclusion.
- **Pathway 3** – Increasing New Housing Supply
- **Pathway 4** - Addressing Vacancy and Efficient Use of Existing Stock.

The pathways contain actions to be taken by Government Departments, Local Authorities, State Agencies and others. It is through these co-ordinated actions that the Government aim to develop a sustainable housing system.

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	Goal 3

Rebuilding Ireland – Action Plan for Housing and Homelessness including the adaptive reuse of existing vacant buildings.	
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 2024 to fund these services:

Principal/ Budget Service	Service Description	Total €
A01	Maintenance/Improvement of LA Housing Units	12,936,282
A02	Housing Assessment, Allocation and Transfer	1,016,826
A03	Housing Rent and Tenant Purchase Administration	1,117,303
A04	Housing Community Development Support	698,072
A05	Administration of Homeless Service	10,834,918
A06	Support to Housing Capital Prog.	3,136,260
A07	RAS and Leasing Programme	26,666,687
A09	Housing Grants	1,050,531
A11	Agency & Recoupable Services	2,046,100
A12	HAP Programme	663,920
B04	Local Road - Maintenance and Improvement	25,000
D06	Community and Enterprise Function	7,250
Total		60,199,150

Principal Service Objectives -

The table below sets out the service delivery objectives for the principal services that will be delivered by Limerick City & County Council during 2024:-

Principal Services	Objective	Performance Standard
Maintenance/ Improvement of LA Housing Units	General Maintenance of housing stock and return of units.	Delivery of demand led general maintenance programme within budget and consistent with the Tenants Handbook and response times.
	Return of casual vacancies to the housing stock.	Return of vacant units to pre-letting standards in a cost effective, timely and compliant manner. No of units returned
	Planned Maintenance	Delivery of planned maintenance upgrades within budget as per an agreed programme of works. Commencement of annual gas boiler maintenance programme as per statutory requirement and agreed programme of works. Number of dwellings surveyed.
	Energy Efficiency	Deliver Energy Efficiency outcomes to units within budget as per agreed programme of works. Number of houses returned.
	Refurbishment of LA Acquired Properties (Notice to Quits)	Refurbishment of LA Acquired Properties (Notice to Quits) and completion of subsequent department claim within the six-month timeline from date of acquisition.
	Implementation of the Defective Concrete Blocks Grant Scheme for houses effected in County Limerick.	Ongoing administration of the Defective Concrete Blocks Grant Scheme for eligible private houses in County Limerick within agreed timelines as laid out by the Department. Work with DHLGH to address remediation of LA properties impacted by defective concrete blocks in the interim. Rollout and administer grant scheme for LA affected properties once available.

<p>Social Housing Delivery</p>	<p>Build target of 513 units in 2024</p> <p>Maximise all social housing delivery under the following streams:</p> <ul style="list-style-type: none"> + CAS Construction + SHIP Construction + CAS Construction Turnkey + CALF Construction + SHIP Turnkey with private developers and Builders + CALF Turnkey + Buy and Renew Acquisitions + SHIP Acquisition + CAS Acquisition + CALF Acquisition + Traveller Acquisition + SHIP Renewal + Traveller Specific + Compulsorily Acquired Properties + CAS Renewal + Regeneration + Long term Lease roll-overs + Rental Availability Agreement + Short Term Leasing (shorter term than LLL) - funded through SCHEP + Repair and Lease + Mortgage to Rent + Part V + Private Rightsizing Scheme + New Build Incremental Purchase Scheme 	<p>Deliver targets set by the Department of Housing, Local Government and Heritage</p>
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Affordable Housing Delivery	Local Authority Affordable Purchase and Cost Rental delivery target in 2024 is 68 units	Deliver targets set by the Department of Housing, Local Government and Heritage
Traveller Accommodation	<p>General maintenance of halting sites.</p> <p>Implement the programme of capital works as outlined in the Traveller Accommodation Plan.</p>	<p>Deliver general maintenance programme within budget and consistent with Caretaking Contractor Framework.</p> <p>Develop a 2024 capital works programme and progress as per schedule.</p>
Administration of Homeless Service	Provide Homeless Services to those reporting as Homeless and those at risk of becoming Homeless	Continued expansion of the Housing First Model as a means of securing homes for people who are using Homeless Services and continue the proactive work of the Placefinder services alongside other forms of prevention services in halting the necessity to enter homeless services. As a priority, implement all objectives from the Mid-West Homeless Action Plan 2022-2025
Housing Assessment	Facilitate housing applicants in accessing services in compliance with application criteria.	Continue to access housing applications within the allocated timeframe. SSHA 2024 to be completed on relevant housing applicants.
Allocation and Transfer	Allocate and nominate Social Housing Applicants in accordance with Limerick City and County Councils Allocation Scheme 2021.	<p>Number of Local Authority houses allocated.</p> <p>No of nominations to Approved Housing Bodies.</p>
Housing Welfare Supports	Assess Tenants or Housing Applicants are required	Number of Housing Welfare referrals through CRM
Housing Rent and Tenant Purchase Administration	Maximise collection of charges due through	Percentage of Housing Rent Collected.

	regular communication with our tenants. Administer the Tenant Incremental Purchase Scheme 2016 in accordance with regulations and guidelines	Number of units purchased under the Tenant Purchase Incremental Purchase Scheme 2016
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.
Support to Housing Capital Programme	Return long-term vacant units to productive use.	Number of units returned through refurbishment and within budget.
Housing Grants	To improve housing for people with disabilities and the elderly in accordance with the allocated funding.	Maintain level of expenditure within grant allocation.
Housing Loans	Administer and manage Housing Loan Schemes in accordance with regulations and guidelines	Number of loans granted
Private Rented Sector Inspections	Carry out a programme of inspections on privately rented properties to ensure compliance of minimum standards as set out in the Housing (Standards for Rented Houses) Regulations 2021	Number of inspections carried out. Percentage of inspections carried out by LCCC versus the national target.
HAP Programme	Administer schemes in accordance with regulations and guidelines	To Meet Department of Housing, Local Government & Heritage targets.
RAS and Leasing Programme	Administer schemes in accordance with regulations and guidelines	To Meet Department of Housing, Local Government & Heritage targets.
Agency and Recoupable Services	Processing of regional homeless payments in a timely manner	All payments processed as appropriate

Transportation and Mobility Directorate

The Transportation and Mobility Directorate plays a vital role in the delivery of transport infrastructure for Limerick City and County. The Directorate leads in the development of quality transport infrastructure for Limerick, the day-to-day maintenance of the road network and the development of sustainable travel options, thereby playing a major role in climate change mitigations. The Transportation and Mobility Directorate is responsible for policy and strategy and supports and administers the Travel and Transportation SPC. The Directorate has the lead role in the prioritisation and funding of all major physical and infrastructure development projects relating to roads and sustainable Travel schemes. The Directorate also incorporates the Mid-West National Road Design Office (MWNRDO), 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). The MWNRDO also manages the Limerick Greenways on behalf of TII and comply with TII guidelines and spending codes.

The Directorate also works closely with Transport Infrastructure Ireland (TII), the National Transport Authority (NTA) and the Department of Transport (DoT).

The Limerick Shannon Metropolitan Area Transport Strategy (LSMATS) was finalised in December 2022 and sets out the framework for the delivery of the transport system required to further the development of the Limerick Shannon Metropolitan Area as a hub of cultural and social development and regeneration as the economic core for the Mid-West; as an environmentally sustainable and unified metropolitan unit; as a place where people of all ages can travel conveniently and safely; and a place that attracts people, jobs and activity from all over Ireland and beyond.

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
Integrate sustainable travel infrastructure into new developments and deliver a smart integrated transport network that improves connectivity and increased use of sustainable travel modes.	Goal 3
Ensure transport infrastructure planning will be aligned with the objectives and actions set out in National Policy (Smarter Travel, 2009) and succeeding policy document.	Goal 3
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
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
Promote and support environmental awareness to ensure a healthy living environment for all citizens and future generations.	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 2024 to fund these services

Principal / Budget Service	Service Description	Total €
A01	Maintenance/Improvement of LA Housing Units	195,346
B01	NP Road - Maintenance and Improvement	2,362,659
B02	NS Road - Maintenance and Improvement	882,621
B03	Regional Road - Maintenance and Improvement	11,178,288
B04	Local Road - Maintenance and Improvement	24,334,333
B05	Public Lighting	2,252,377
B06	Traffic Management Improvement	1,141,457
B07	Road Safety Engineering Improvement	629,740
B08	Road Safety Promotion/Education	734,242
B09	Car Parking	1,252,616
B10	Support to Roads Capital Prog.	340,745
B11	Agency & Recoupable Services	785,323
D11	Heritage and Conservation Services	12,000
E01	Landfill Operation and Aftercare	1,205
E05	Litter Management	75,000
E06	Street Cleaning	4,579,937
E15	Climate Change and Flooding	655,000
F03	Outdoor Leisure Areas Operations	255,028

F04	Community Sport and Recreational Development	50,000
F05	Operation of Arts Programme	18,355
G01	Land Drainage Costs	182,182
G02	Operation and Maintenance of Piers and Harbours	10,000
H01	Profit/Loss Machinery Account	3,292,108
H02	Profit/Loss Stores Account	45,375
H06	Weighbridges	1,000
J01	Corporate Building Costs	805,167
J02	General Corporate Services	68,584
J03	Information & Communication Technology	174,719
J08	Area Offices	161,426
Total		56,476,832

Principal Service Objectives -

The table below sets out the service delivery objectives for the principal services that will be delivered during 2024:-

Principal Services	Objective	Performance Standard
Capital Delivery Transport Infrastructure Ireland Projects	Advance key transport infrastructure projects including, but not limited to the N/M20 Cork to Limerick Road, Foynes to Limerick Road (including Adare Bypass), N24 Cahir to Limerick Junction Road, and the N21 bypasses of Newcastle West and Abbeyfeale	Continued delivery of the Capital programme.

<p>Capital Delivery</p> <p>Department of Transport schemes</p>	<p>Advance key projects including but not limited to the Coonagh to Knockalisheen Distributor Road, Atlas Avenue Junction upgrade, Park Road Bridge Replacement, Golf Links Road Junction Improvement, Cappamore Road Junction/R445 Upgrade, Lees Cross Junction Improvement.</p>	<ul style="list-style-type: none"> • Restart major construction contract on CKDR • Atlas Avenue- Complete CPO process • Park Road Bridge – Complete Statutory process. • Golf Links Rd- CPO Determination • Cappamore Road Junction with the R445- commence construction Q3 2024 • Lees Cross Junction Improvement Land acquisition and detailed design
<p>Capital Delivery</p> <p>National Transport Authority</p>	<p>Advance key NTA projects noting the following scheduled for construction;</p> <p>Raheen to Quinn’s Cross, Mill Road, Father Russell Road, TUS to City Centre and Bloodmill Road .</p> <p>Continue to advance other sustainable travel schemes through planning process</p> <p>Continue to deliver improvements to walking and cycling infrastructure through Active Travel Team.</p>	<ul style="list-style-type: none"> • Raheen to Quinn’s Cross – Commence Construction Q2 2024 • Fr. Russell Rd – Commence Construction Q3 • Mill Road Progress Construction in 2024 • TUS – Commence Construction Q2 2024 • Bloodmill Road- Statutory Planning Process Completion <p>Progression of schemes through planning process</p> <p>Advancement of minor sustainable active travel schemes, utilising budget allocated.</p>

	Advance Safe Routes to School Programme.	Advancement of the five selected Limerick schools under programme.
Critical Infrastructure	<p>Advance feasibility/options of safety measures/advance design at Junction 28 (Mackey Roundabout) as outlined in Measure RS5 on LSMATS.</p> <p>Abbeyfeale Town Revitalisation programme in conjunction with TII and the NTA.</p>	<p>Appoint consultants and explore options, in conjunction with NTA Bus Connects and TII.</p> <p>Appoint Design team to progress Park and Ride facilities at Junction 28.</p> <p>Commence construction Q2 2024.</p>
LSMATS	Continued Implementation of Strategy as identified in LSMATS.	<p>Advancement of schemes through Active Travel (design and construction) and Bus Connects (design and feasibility).</p> <p>Advance Limerick City Transport Plan in conjunction with the NTA.</p>
Delivery Strategy City Centre	Advance Strategy in conjunction with detailed consultation with traders.	Draft strategy by Q3/Q4
Bus Connects	Advance Bus Connects strategy in conjunction with the NTA and Bus Eireann.	Advance and roll out of Bus Connects in conjunction with the NTA.
EV Charging Strategy, including Fleet for Limerick	Implementation of EV Infrastructure in Limerick City and County.	<p>Sign off and issue agreed strategy.</p> <p>Complete infrastructure for pilot schemes.</p> <p>Complete the charging point civil work element of the scheme. Appoint Operator for EV high speed charging infrastructure.</p>

Area Based Traffic Assessment ABTA for Newcastle West – Limerick's Tier 1 town	Progress implementation of Newcastle West Transport Plan.	Complete in Q2 and incorporated in to LAP Q3.
Roads Maintenance and Improvement	Complete the Annual Restorative Maintenance and Improvement Programme.	Delivery of the Schedule of Municipal Works for each District.
Public Lighting	Maintain Public Lighting Infrastructure	Continued upgrade and maintenance of public lighting infrastructure.
Public Lighting	LED Upgrades to reduce the energy used for public lighting	Continued reduction in average Energy used per annum per lantern
Litter Management/Street Cleaning	Maintain existing street cleaning routes. Increase cleaning regime in core city centre area.	
Speed Limit Review for City Centre & Limerick County.	Full review for County to commence 2024.	Full County review progressed in line with statutory process.
Mobility Management Plans and Green Mobility Management Initiative	Advance initiatives during 2024.	Continued implementation and management of mobility plan.
Greenways UL to Montpelier via Castleconnell Rathkeale Adare Patrickswell Patrickswell to Charleville	Manage Limerick's Greenways in accordance with TII guidelines and spending codes.	Advancement of programme through Design, Development of route selection process.

Limerick to Oola		
Response to Flooding events.	Deal with severe weather events and implement emergency response.	Respond in an efficient and timely manner.

Planning Environment and Place-Making Directorate

Our Corporate Plan contains a strong commitment to our physical and natural environment. Within the Council, the Planning, Environment and Place-Making Directorate leads in the fields of forward planning, public realm, development management, place making, environmental strategy, protection and enforcement, recreation and amenity and climate change. The department is developing a comprehensive approach to placemaking including urban innovation and public realm, delivery of capital projects including roads, streets and buildings.

The Directorate is responsible for policy and strategy in these areas and supports and administers the Climate Action, Biodiversity and Environment SPC and the Economic and Planning SPC.

The Directorate comprises of the following Departments:

- Forward Planning & Public Realm
- Development Management & Place Making
- Environment and Climate Action (incl. Veterinary Services, Parks and Burial Grounds)
- CFRAM
- Support Directorate for the Limerick Twenty Thirty DAC

Forward Planning, Public Realm and Heritage

A revised structure was put in place in Q2 2023, consolidating the public realm and Heritage teams within the Forward Planning unit.

The Forward Planning unit is responsible for the preparation of plans to enable the medium to long term development of the City and County. These include the Development Plan, Local Area Plans, public realm plans and Masterplans. Responsibility of co-ordinating the Heritage function, public realm and participating in the work of the Atlantic Economic Corridor also lies with this section. It also maps and compiles data in respect of development to inform policy and decision-making at local and national level. Through the Forward Planning unit, the Council also inputs into various regional and national spatial and economic strategies.

The adoption of the first consolidated Limerick Development Plan in June 2022 paved the way for the 2023 work Programme with the commencement of the review of a number of Local Area Plans. This included the preparation of Draft Local Area Plans for Castleconnell, Caherconlish, Newcastle West (which also included a Transport Plan), Abbeyfeale, Patrickswell and Adare, which also incorporated a Public Realm Plan.

Development Management and Place Making

Development Management is responsible for the processing of planning applications received across the county, and for the regulation of unauthorised development. In addition it has responsibility for overseeing the taking in charge of housing estates, the processing of licenses for street furniture, large scale events, hoarding, broadband infrastructure and casual trading. It also regulates the short-term letting of properties.

The Place Making Department is a team of people working with the citizens of the city to create quality places that people want to live, work, play and learn in. With a multi-faceted approach to the planning, design, proactive delivery and management of city and town centre areas with the intention of creating quality places, buildings and public space that promote physical, economic and environmental sustainability as well as social inclusion. It seeks to enhance identity and a strong sense of place with outputs that improve health, happiness and wellbeing in addition to the addressing environmental issues.

Environment and Climate Action

The Environment and Climate Action department came into being in June 2023, when the Environment department separated from the Development Management and incorporated the new Climate Action Team. This new Environment and Climate Action Section under the leadership of a new Senior Engineer incorporates the roles of Environmental Enforcement, Environmental Strategy, Parks and Cemeteries, Litter Management, Climate Action and the Limerick Clare Energy Agency.

The Directorate is responsible for policy and strategy in these areas and supports the Climate Action, Biodiversity and Environment SPC. The Directorate is responsible for managing the Council's responsibilities under the Water Framework Directive, the Floods Directive and Environmental Noise Regulations.

Catchment Flood Risk and Management (CFRAM)

The CFRAM team has progressed 5 flood management schemes in several key areas, focusing on Kings Island Flood Relief Scheme, Limerick city and its environs, as well as Castleconnell, Adare, and Athea. 2023 saw significant advancements in complex flood projects, marked by significant progress in hydraulic design, hydrology, geotechnical investigations, environmental studies, and proactive public consultations. This comprehensive approach has laid a solid foundation for future stages. By the second quarter of 2024, we anticipate the flood relief schemes (FRS) for Castleconnell, Adare, and Athea to advance to Stage 2, planning. Concurrently, the Limerick City and Environs FRS is on track to complete Stage 1, focusing on options development, by Q4 of 2024. This progress underscores our commitment to safeguarding these communities through strategic and sustainable flood management initiatives.

The Kings Island Flood Relief Scheme has made significant progress during 2023 and will go to Tender in December 2023. A contractor for the works is expected to be appointed in Q2 2024.

Corporate Plan Supporting Strategies -

The Corporate Plan Supporting Strategies guiding the setting of Principal Service Objectives for the Planning, Environment and Place-Making are set out below:-

Supporting Strategy Description	Corporate Strategic Goal
Make Limerick the driver in the Mid West through positive disruption and innovation citizen engagement.	Goal 1
Work in collaboration with our communities, Government Agencies and private partners to secure sufficient resources to create an ambitious, innovation and sustainable future, with an enhanced urban and rural environment for the people of Limerick to enjoy a good quality of life.	Goal 1
Continue to implement Limerick 2030: An Economic Spatial Plan for Limerick, to provide a vibrant Limerick by creating the rejuvenation of communities in Limerick.	Goal 1
Implement an integrated approach to public procurement, including social and green procurement, to maximising and broaden the return on Limerick's spending.	Goal 1
Continue to explore strategic & innovation funding models to develop key strategic sites.	Goal 1
Deliver the transition to Directly Elected Mayor, putting Limerick to the forefront of Local Government reform and innovation.	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
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 cluster around our 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	Goal 2

Supporting Strategy Description	Corporate Strategic Goal
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.	
We will continue the Digital Transformation programme of the Council in order to innovate and digitally enable our services. By placing 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
Advance key transport infrastructure projects over the next five years.	Goal 3
Protect our infrastructure through the provision of flood protection schemes under Catchment Flood Risk Assessment & Management and other flood protection programmes.	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 maximize the appropriate use of publicly owned land.	Goal 3
Delivery high quality sustainable homes for our citizens and work with key collaborators including the Approved Housing Body Sector to delivery under Rebuilding Ireland – Action Plan for Housing and Homelessness including the adaptive reuse of existing vacant buildings.	Goal 3
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
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

Supporting Strategy Description	Corporate Strategic Goal
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 and resource efficiency practices to ensure a healthy living environment for all citizens and effective resource use for 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, develop resource efficiency programmes and reduce the consumption of single-use items.	Goal 4
Provide and maintain attractive and safe facilities and public spaces, which are fully accessible to all in our community.	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

Supporting Strategy Description	Corporate Strategic Goal
Support meaningful and effective consultation and participation processes in the development of plans, policy-making and in the service and project design and deliver.	Goal 6
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 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
Together with our colleagues in the wider public service, we will create a more integrated public service.	Goal 7
Develop greater sharing of experience and knowledge, to become more focused on citizen centered societal outcomes.	Goal 7
Commit with our partners to openness in exploring different and innovative ways to join service delivery and trading options including co-location and sharing administrative functions and facilities as far as possible.	Goal 7
Be an agile and effective organisation that will be citizen-focused through policies, processes and systems.	Goal 8
Manage and maintain, Environmental, Veterinary Services and other statutory functions for the benefit of our citizens.	Goal 8
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
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 experience.	Goal 8

Supporting Strategy Description	Corporate Strategic Goal
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. (Corporate Plan)	Goal 8
Develop and publish performance measurements set to specific targets for the public	Goal 8
Provide health and safety and wellness programmes for staff to successfully carry out their duties	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

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 2024 to fund these services:-

Principal/ Budget Service	Service Description	Total €
C04	Public Conveniences	159,192
D01	Forward Planning	1,276,296
D02	Development Management	3,305,156
D03	Enforcement	647,808
D04	Industrial and Commercial Facilities	20,000
D07	Unfinished Housing Estates	160,514
D09	Economic Development and Promotion	570,604
D11	Heritage and Conservation Services	355,352
D12	Agency & Recoupable Services	43,788
E01	Landfill Operation and Aftercare	316,007

E02	Recovery & Recycling Facilities Operations	759,168
E03	Waste to Energy Facilities Operations	263,375
E04	Provision of Waste to Collection Services	3,684
E05	Litter Management	634,991
E06	Street Cleaning	171,606
E07	Waste Regulations, Monitoring and Enforcement	832,028
E08	Waste Management Planning	82,983
E09	Maintenance of Burial Grounds	1,273,160
E10	Safety of Structures and Places	57,134
E13	Water Quality, Air and Noise Pollution	970,161
E15	Climate Change and Flooding	632,315
F03	Outdoor Leisure Areas Operations	3,616,530
G04	Veterinary Service	696,108
G06	Agency & Recoupable Services	1,070
H07	Operation of Markets and Casual Trading	51,559
J02	General Corporate Services	60,900
Total		16,961,488

Principle Service Objectives -

The table below sets out the service delivery objectives for the principal services that will be delivered during 2024:

Principal Services	Objective	Performance Standard
Forward Planning	Strategic Planning for resilient and sustainable growth	- The statutory process for preparing Local Area Plans

Principal Services	Objective	Performance Standard
		<p>for Adare and Patrickswell will be completed in 2024.</p> <ul style="list-style-type: none"> - Prepare an amendment to the Kilmallock Local area Plan. - The 2-year statutory monitoring report on the Limerick Development Plan 2022 – 2028 will be completed in Q3 2024. - Initiate a review of the Development Contribution Scheme with a view to preparing a new scheme. - Work will continue on the mapping and public consultation relating to the Residential Zoned Land Tax.
Public Realm	Strategic Planning for resilient and sustainable growth	<ul style="list-style-type: none"> - The public realm plan for Limerick City will be completed in early 2024. - In accordance with an objective of the Limerick Development Plan a ‘Shop Front Design Guide’ will be prepared. - An overall Framework and Action Plan for the Kings Island / Nicholas Street will be completed.
Archaeology	Protect Limerick’s natural and built environment and unique heritage mix.	<ul style="list-style-type: none"> - Continue to seek funding and implement projects under the Irish Walled Towns Funding. - Further promote the Community Monuments Fund for private & community projects.

Principal Services	Objective	Performance Standard
		<ul style="list-style-type: none"> - In Kilmallock it is hoped to apply for grant funding to support the phased delivery of the Riverside Park, subject to Part 8 which is currently underway.
Heritage	Protect Limerick’s natural and built environment and unique heritage mix.	Continue to implement the actions of the Heritage Plan and ensure active participation during Heritage Week
Conservation	Protect Limerick’s natural and built environment and unique heritage mix.	Continue to facilitate the roll-out of the Built Heritage Investment Scheme and Structures at Risk Schemes as approved by the Department
Development Management and Planning Enforcement	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.	Planning functions carried out in accordance with statutory requirements.
Place Making	<p>Promote Urban Regeneration of the City and the Waterfront.</p> <p>Working with Elected Members Citizens and key Stakeholders to create quality places in our city and town centres where people will want to live work and play.</p>	<p>URDF Demo Houses projects Living Georgian City Programme;</p> <ul style="list-style-type: none"> - 33/34 Thomas Street and 58 O’Connell Street advancing both schemes to construction. <p>World Class Waterfront URDF Project;</p> <ul style="list-style-type: none"> - Finalising Arthurs Quay Framework Plan, which will inform the future growth and development of this area.

Principal Services	Objective	Performance Standard
		<ul style="list-style-type: none"> - Appoint design team for AQ Road Realignment and Riverside Park Project. - Advancing the Pedestrian Bridges and Waterfront Infrastructure in conjunction with the CFRAM schemes. Design Team appointed.
	Implementation of the Limerick Wayfinding & Orientation Strategy	<ul style="list-style-type: none"> - Installation of the Wayfinding Signage Phase 1 complete
	O'Connell Street Revitalisation	<ul style="list-style-type: none"> - Final account agreed for Phase 1 scheme
	Market Quarter	<ul style="list-style-type: none"> - Design Team appointed for Public Realm and Food Hub Projects.
	Abbeyfeale Public Realm Scheme	<ul style="list-style-type: none"> - Demolition of dwelling at the junction of New Street and Colbert Terrace - Phase 1, 400 meters on the N21 Killarney Road and Grove Crescent Car Park upgrade during 2024
	LIHAF Road Stage 2	<ul style="list-style-type: none"> - Road Opened in Q1 2024 and final account agreed
	LIHAF Road Stage 3	<ul style="list-style-type: none"> - Progress Stage 3 through Planning
	<u>Great Streets and Laneways</u> <ul style="list-style-type: none"> - Cruises Street - O'Connell Street Phase 2 - Denmark Street / Robert Street - Patrick Street - Laneway Project 	<ul style="list-style-type: none"> - Appoint Design Team and advance all projects to Part 8
Water Quality	Protect and improve water quality status of surface and	Achieve monitoring requirements specified in the

Principal Services	Objective	Performance Standard
	groundwater's in accordance with the River Basin Management Plan.	Environmental Inspection Plan (RMCEI).
Air Quality	Maintain and review on an ongoing basis the network of air monitors.	Provide real time air quality data to the public.
Noise Pollution & Mitigation	Implement the Noise Action Plan Provide guidance for Strategic Planning applications.	Prepare Strategic Noise Maps and Noise Action Plans for Limerick Agglomeration and County Limerick. Undertake noise modelling in priority areas.
Biodiversity	Promote and enhance biodiversity and nature-based solutions with particular emphasis on the intrinsic link with Climate change.	Progress the development of a Biodiversity Plan for the City and County.
Landfill Operation and Aftercare	Manage the aftercare of landfill.	Progress remediation of Closed landfills. Ensure compliance with EPA Licence sites.
Recovery and Recycling Facilities Operations	Provide and enhance recycling facilities and operations.	Progress the objectives set out in the Work Programme for Recovery and Recycling Facilities.
Waste to Energy Facilities Operations	Manage the aftercare of landfill and waste to energy facilities.	Progress Gas to Energy production and review alternative energy operations
Waste Regulation, Management	Implementation of waste management legislation.	Achieve inspection and auditing requirements specified in the Environmental Inspection Plan (RMCEI) in line with National Enforcement Priorities. Achieve objections outlined in the National Waste Management Plan when adopted.

Principal Services	Objective	Performance Standard
Climate Action	<p>Adopt the Local Authority Climate Action Plan (LACAP)</p> <p>Establish the Climate Action Steering Group and Climate Action Implementation Teams.</p> <p>Secure finance to support the ambitions set out in the LACAP</p> <p>Administer the Community Climate Action Fund.</p>	<p>LACAP is adopted by Limerick City and County Council.</p> <p>Climate Action Steering Group is established, and implementation teams have commenced implementation of the actions.</p> <p>Number and value of successful applications made.</p> <p>Number and value of grants administered.</p>
Energy Management	<p>The Council's energy consumption is reduced in accordance with national targets.</p> <p>To seek to assist with, and progress, decarbonisation initiatives across the organisation</p> <p>To seek to form a regional energy unit with other local authorities to enter the Sustainable Energy Authority of Ireland (SEAI) Pathfinder program.</p>	<p>Report on energy consumption to the SEAI portal,</p> <p>Decarbonisation measures identified and funding streams explored to achieve implementation.</p> <p>Regional energy unit formed through Service Level Agreement with other local authorities and Memorandum of Understanding signed with SEAI.</p>
Parks & Recreation and Cemeteries	To implement Burial Ground Strategy Capital Projects.	Progress capital programme for Burial Grounds in accordance with timelines in Burial Ground Strategy.

Principal Services	Objective	Performance Standard
	To advance Parks capital programme to provide sporting and play facilities including GMA projects.	Deliver capital programme identified for Parks and Open Spaces for 2023.
	To provide and maintain good quality and attractive parks and green spaces for health and wellbeing in line with approved budgets.	Parks maintained to a high standard. Number of complaints received is a measure of performance.
	To manage maintenance of graveyards throughout city and county.	Burial grounds maintained to a high standard. Number of complaints received is a measure of performance.
	To contribute to biodiversity objectives and implement actions as per the All-Ireland Pollinator Plan in Parks and green spaces.	No of objectives in the All-Ireland Pollinator Plan being delivered that relate to Parks, Open Green Spaces and Cemeteries.
	To build on tree planting programme and identify sites for planting.	Number of sites and number of trees planted in 2023.
	To continue seeking roundabout sponsorship for city and county.	Number of sponsorships secured in 2023.
	To identify and deliver natural play areas in city and county.	Number of natural play areas delivered.
	To advance Go Green Routes project.	Progress project in accordance with identified timeline.
	To deliver grass cutting services for the city and county.	Improvements in quality of service to the public.
Litter Management	Implement the Council Litter Management Plan.	Achieve objectives of Litter Management Plan. No. of Closed Litter cases. No of Enforcement Cases
	Bring Draft Litter Management Plan to Council for Adoption.	Plan Adopted at Full Council

Principal Services	Objective	Performance Standard
Veterinary Service	Delivery of veterinary public health objectives.	Implementation of the Service Level Agreement with the Food Safety Authority of Ireland.
	Provide Dog Control Service.	Provide and operate a Dog Shelter/Implement legislation on Dog Control.
	Regulate Dog Breeding Establishments.	Implement legislation on Dog Breeding establishments.
	Provide Horse Control Service.	Implement legislation on Control of Horses in public areas.
Flood Management	Progress the CFRAMS Schemes identified for Limerick.	Advancement of priority schemes to meet key milestones and timeframes for the following Flood Relief Schemes (FRS);
		<p>Kings Island Flood Relief Scheme (KIFRS)</p> <ul style="list-style-type: none"> - Advance in Q2 2024 to construction.
		<p>Limerick FRS:</p> <ul style="list-style-type: none"> - Stage I – Options Assessment, Scheme Development and Design advance to 90% completion.
		<p>Adare FRS:</p> <ul style="list-style-type: none"> - Stage I – Options Assessment, Scheme Development and Design advanced to completion. - Stage II - Planning progress to 30% completion.
<p>Athea FRS:</p> <ul style="list-style-type: none"> - Stage I – Options Assessment, Scheme Development and Design advanced to completion - Stage II - Planning progress to 30% completion. 		