



12th November, 2019.

To: An Cathaoirleach and Each Member of Kilkenny County Council

**Re: Corporate Plan for the period 2019 - 2024
Consideration of Submissions and Adoption of the Plan**

A Chara,

At the September meeting of Kilkenny County Council, members considered the Draft Corporate Plan 2019 - 2024 and agreed that it be placed on public display and submissions be invited. The Draft Plan was placed on public display and advertised in the Kilkenny People, on the Council's website and on "consult.kilkenny.ie" website. The draft plan was available for public inspections in all our Area Offices and Libraries.

The Council received one external written submission before the 25/10/2019. A summary of the issues included in the submission and the responses to the issues are outlined in the attached document. (Appendix 1).

All staff were circulated with the draft plan and requested to make submissions. 7 members of staff requested additions/amendments/deletions to be made to the text in their relevant Service Areas.

A schedule of the proposed amendments to the draft Corporate Plan following a review of the submissions is attached. (Appendix 2).

South East Community Healthcare – HSE made a submission on the 7/11/2019 in relation to Local Authorities Corporate Plans. HSE are requesting all Local Authorities to incorporate a statement into the Corporate Plan. Kilkenny County Council has included in the draft plan (page 15) "Quality of Life- Health & Wellbeing" as one of our cross cutting themes. I do not propose any further change to this. Our annual Service Delivery Plans and LCDC Plan will have individual actions to promote and improve the health, well being and quality of life for all our people.

All service areas are required to prepare service delivery plans annually. These plans set out the implementation/delivery of the goals/objectives contained in the Corporate Plan in more detail. The Council's performance will be assessed on the delivery of the goals/objectives. The National Performance Indicators will further evaluate our performance year on year and in comparison to other local authorities.

I hereby recommend to the elected members the adoption of the Draft Corporate Plan for 2019 - 2024 subject to the amendments/modifications as outlined in the attached document.

Signed:

Tim Butler
Director of Services



Appendix 1: EXTERNAL SUBMISSION – Received from Enya Kennedy

| <i>Number</i> | <i>Issue</i> | <i>Response</i> |
|---------------|---|--|
| 1 | Business plan for the next 5 years lacks great detail. Lack of anything measurable in the plan to its success. | This Plan outlines the Council's objectives and supporting strategies for the five year term of this Council. The Annual Service Delivery Plans will provide greater detail in the delivery of the Corporate Plan objectives. The National Performance Indicators provide a measurement in respect of the services provided. |
| 2 | Aspects of the plan could have an effect on the environment. Request sent to Bord to make a determination on whether it needs to be screened for AA and/or SEA | The Corporate Plan sets out our five year strategy. Any projects requiring screening will be carried out in accordance with the relevant legislation. |
| 3 | Plan needs to address the challenges of 3rd level education in other ways to the University of the South East, we need courses that can be applied to by CAO. | The Corporate Plan includes a challenge in respect of the development of a Technological University in the South East. |
| 4 | All council meetings be streamed on the internet or in the interim audio recorded, meetings are not accessible to anyone who works, or have a disability that would prevent them sitting council Chambers - not acceptable anymore. | This is a matter for consideration by the Council having regard to the demand and financial resources available. |
| 5 | LGBT community are not mentioned under social inclusion | The Corporate Plan provides for equality of opportunities and access to opportunities to all sectors of Society. (Refer to Cross Cutting Themes) |
| 6 | A commitment to be made to ensure that all planning applications including their own comply fully with European law, and are compliant with the habitats directive and all other legislation. | All planning applications are assessed in accordance with relevant legislation. |
| 7 | A few years ago there was a very high level of citizen engagement with public consultation, however complete disregard for this has left many people now refusing to engage, this is obviously a bad thing for everyone as the decisions then foisted on the people can be of huge anger. | The Council carries out its statutory obligations in relation to public consultations. In addition, the Council also facilitates non-statutory consultations and information events. |
| 8 | Need to make a more proactive in engaging with people, putting an advertisement in the newspaper and a post on a Facebook page is hardly enough. Councillors be more proactive in sharing details and they should facilitate public engagement. | Noted. The Council uses a variety of communications channels including social media, radio and newspapers. |
| 9 | Advertise all meetings openly to encourage public to attend, Democracy is always good. | Comment noted. |

APPENDIX 2: Internal Submissions received on the Draft Corporate Plan from individual staff members in relation to their Service Areas.

7 Submissions received requesting additional text to be added/ amended/deleted.

The following is a summary of the changes made to the draft plan.

| | Page | Current Text | Change | Proposed Text |
|----|-------------|---|---------------|--|
| 1 | 1 | Front Cover – Council’s Logo. | Add | “CREATING SUSTAINABLE COMMUNITIES AND PLACES” |
| 2 | 7 | <ul style="list-style-type: none"> ▪ Rapidly evolving, complex and disruptive external environment which demands flexibility from the organisation. | Amend | <ul style="list-style-type: none"> ▪ How to respond to complex and disruptive external environment which demands flexibility from the organisation. |
| 3 | 15 | We cannot deliver this plan on our own. We will look for help from the community and voluntary sector, business, government and beyond to deliver the best outcomes for everyone in Kilkenny City and County. | Amend | We can deliver this plan with your help, the help of every community and other sectors such as voluntary groups, businesses, national government and others to deliver the best outcomes for everyone in Kilkenny City and County. |
| 4 | 15 | All plans and actions will reflect the need for sustainable development. | Add | All plans and actions will reflect the need for sustainable development including climate/biodiversity measures. |
| 5 | 17 | Enhance Kilkenny’s unique Heritage and Culture | Add | Protect & Enhance Kilkenny’s unique Heritage and Culture |
| 6 | 17 | Preserve and Enhance the Environment | Add/Amend | Protect & Enhance Bio-diversity and the Environment |
| 7 | 18 | To Preserve and Enhance the Environment | Add/Amend | To Protect & Enhance Bio-diversity and the Environment |
| 8 | 18 | Manage the natural heritage of the County to meet the needs of local communities in the present, while ensuring that future generations can sustain a living in harmony with their environment. | Amend | Manage and protect the natural heritage of the County to meet the needs of local communities in the present, while ensuring that future generations can sustain a living in harmony with their environment. |
| 9 | 18 | To Support County Kilkenny’s Unique Culture | Add | To Protect & Support County Kilkenny’s Unique Culture |
| 10 | 18 | Support the Irish language and culture and celebrate cultural diversity and encourage participation in the arts and sports. | | Support the Irish language and cultural heritage, celebrate cultural diversity and encourage participation in the arts, heritage and sports. |
| 11 | 18 | Fully utilise the PMDS (Performance Management & | Amend | Strive to utilise the PMDS (Performance Management & Development System) |

| | | | | |
|----|----|--|-----------|--|
| | | Development System) throughout the organisation and promote the Safety, Health and Welfare of all employees. | | throughout the organisation and a commitment to the Safety, Health and Welfare of employees. |
| 12 | 20 | You are at all times entitled to be serviced: <ul style="list-style-type: none"> ➢ Promptly and in a courteous manner ➢ With due regard to privacy and confidentiality ➢ By courteous and helpful staff | Amend | We will commit to deliver our services: <ul style="list-style-type: none"> ➢ Promptly and in a courteous manner ➢ With due regard to privacy and confidentiality ➢ By courteous and helpful staff |
| 13 | 28 | Heritage – Operational Baseline | Add | Delivery of strategic actions |
| 14 | 53 | <ul style="list-style-type: none"> • To ensure that there is an appropriately resourced, skilled and motivated workforce to meet the priorities and objectives of the Organisation and to ensure as reasonably practical the safety, health and wellbeing of all our staff. | Amend | <ul style="list-style-type: none"> • To ensure that there is an appropriately resourced, skilled and motivated workforce to meet the priorities and objectives of the Organisation and to ensure as far as reasonably practicable the safety, health and wellbeing of all our staff. |
| 15 | 55 | Implement Health & Safety Management System. Embed the value of Health & Safety in all decision making processes. Protect the physical and mental wellbeing of staff. | Add/Amend | Implementation of a Health and Safety management system through management commitment, employee participation and an ethos of continual improvement to foster a culture supportive of the health, safety and wellbeing of everyone who works for or engages with Kilkenny County Council. Embed the value of health, safety and wellbeing of staff in all decision making processes. Protect the physical and mental wellbeing of staff. |
| 16 | 55 | Promote and support the Safety, Health and Welfare of all employees through the implementation of an organisation-wide Safety Management System. Promote wellbeing training. | Add/Amend | Integrate health, safety and wellbeing into PMDS. Implement an organisation wide Health and Safety management system including: <ul style="list-style-type: none"> • H&S Consultative forums e.g. Safety Management Committee, joint consultative safety committee, departmental H&S committees • Safety statements and risk assessments |

| | | | | |
|----|-------|--|--------------|---|
| | | | | <ul style="list-style-type: none"> • Hazard control tracking registers for each Department • H&S Induction/ Awareness programmes • H&S Training Matrices and programmes. • Wellbeing strategy • Promotional programme e.g. wellbeing day, safety week, • Safety Inspection programme • Incident Management |
| 17 | 55 | <p>Number of Reviews</p> <p>Ancillary Safety Statements</p> <p>Local Safety Statements.</p> <p>Number of training courses/numbers attending.</p> | Add/Amend | <p>Numbers of meetings</p> <p>Numbers of safety statements</p> <p>Numbers of corrective/ preventative actions closed out versus open</p> <p>Numbers trained in each Department</p> <p>No. of training courses/ no. persons trained</p> <p>No. Inspections done</p> <p>No. of incidents</p> |
| 18 | 60 | <p>L1: No of visits to the library per 1,000 of population.</p> <p>L2: Cost of operating library services per 1,000 of population.</p> <p>Other</p> <ul style="list-style-type: none"> • Book Stock Fund per capita. • No of items borrowed annually per capita. | Amend/Delete | <p>L1: Library visits & issues</p> <p>L2: Cost per capita of operating a library service.</p> <p>Other</p> <ul style="list-style-type: none"> • Book Stock Fund per capita. |
| 19 | 66 | Roads | Amend | Road Transportation & Safety |
| 20 | 73 | <ul style="list-style-type: none"> ▪ Implementation of Tenant Purchase and Shared Ownership schemes. | Amend | <ul style="list-style-type: none"> ▪ Implementation of all Tenant Purchase and other Home Ownership schemes. |
| 21 | 76/77 | Appendix – Strategies/Plans-National /EU | Add | <ul style="list-style-type: none"> • National Biodiversity Action Plan 2017-2021 • Creative Ireland 2017-2022 • UN Convention on Biological Diversity • All Ireland Pollinator Plan |
| 22 | 78 | Appendix – Strategies/Plans-Local | Add | <ul style="list-style-type: none"> • Cultural & Creativity Strategy 2018 –2022 |
| 23 | 78 | Cultural Strategy 2018 - 2022 | Amend | <ul style="list-style-type: none"> • Cultural Strategy - Arts, Heritage and Libraries 2018 - 2022 |
| 24 | 78 | Pollinator Plan 2018 | Amend | <ul style="list-style-type: none"> • Pollinator Plan |
| 25 | 6-10 | Profile of County Kilkenny | Amend | See attached revised document for proposed changes. |

Profile of County Kilkenny

Overview

Kilkenny is located in the south east of Ireland, in the Southern Region. Kilkenny is the 16th largest of the 32 counties in area (at 2,062 km²) and the 12th smallest by population, with a population of 99,232 in 2016.

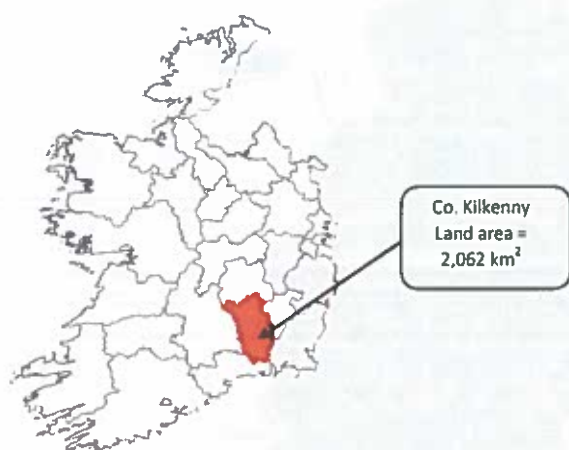


Figure 1: Co. Kilkenny location in Irish national context



Figure 2: Co. Kilkenny's location in Southern Region

Assets and Challenges

Kilkenny has the following assets:

- Internationally renowned as a medieval city with major tourist attractions
- Regional centre for arts and culture including high profile annual festivals
- Central location within the South East Strategic Planning Area
- Track record in Urban Regeneration and compact growth in the City including a Masterplan for the Abbey Quarter
- Good road and rail links to Dublin and elsewhere
- 8th largest employment base in the state
- Outstanding natural setting

However, it also faces the following challenges:

- Need for infrastructural investment to provide for upgrading of water services to support economic development and the growth of Kilkenny city
- Development of the Technological University of the South East requires continued investment
- Ongoing need for improved rail services and line speeds
- Rapidly evolving, complex and disruptive external environment which demands flexibility from the organisation
- How to sustain and improve the cultural life of the City and County by ensuring that the infrastructure and funding is in place to ensure our communities get maximum benefit

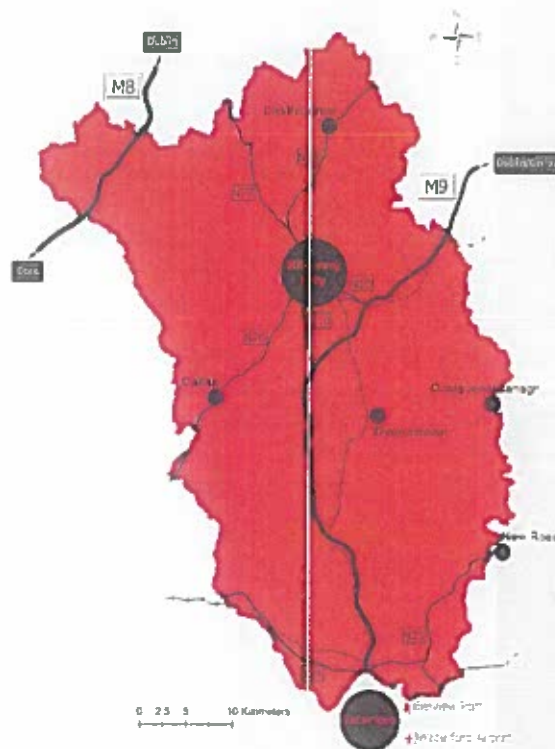


Figure 3: Main Settlements and Transport Connections

Socio-Economic Profile

Demographics

- The population of County Kilkenny grew by 4% between census years 2011 and 2016 from 95,419 to 99,232 **respectively**. This is marginally higher than the growth rate for the State (3.8%) over the same period.
- The average age of County Kilkenny's population in 2016 was 37.9 years, compared to 36.6 years in 2011. **This was also** marginally above the state average of 37.4 years. In 2016 Kilkenny's average age of females (38.5 years) was older than that of males (37.3 years).
- Dependency ratios are used to give an indication of the age structure of a population with young (0-14) and old (65+) shown as a percentage of the population of working age (15-64). In 2016 County Kilkenny had an age dependency ratio of 56.5%. This was 3.8 percentage points higher than the State (52.7% in 2016).
- Chart 1 shows that the **age and sex population distribution of County Kilkenny was very similar** to that of the State in 2016.

Deleted: ,

Deleted: gender and five-year age group

Formatted: Highlight

Deleted: structure

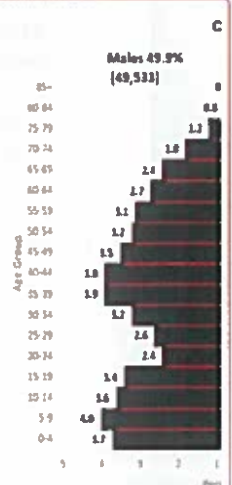
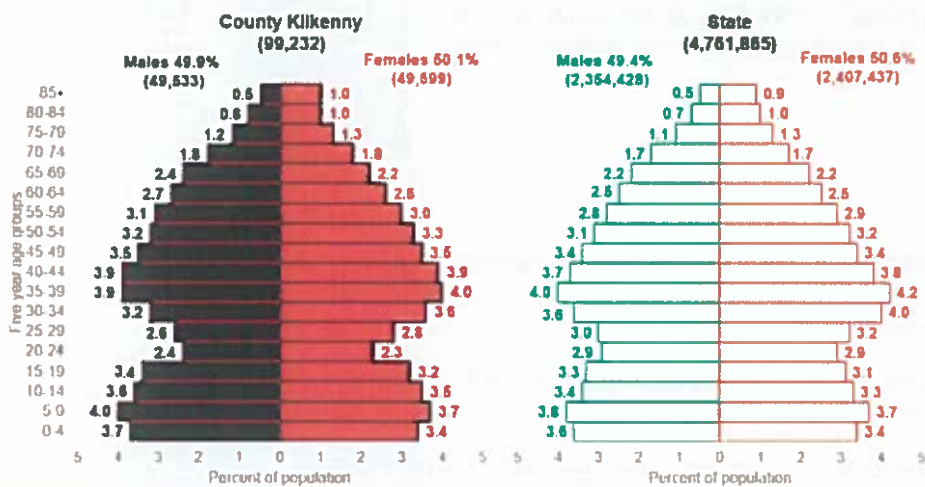
Formatted: Highlight

Deleted: is

Deleted: almost identical

Deleted: gender

Chart 1: Age and sex population distributions for County Kilkenny and the State (Census 2016)



Deleted:

Educational Attainment

- The percentage of County Kilkenny's adult population with primary education only, or no formal education, decreased by 2.1 **percentage points** from 15.1% (9,196) in 2011 to 13.0% (8,125) in 2016; a figure similar to the State (13.3% in 2016).
- The percentage of County Kilkenny's population with third-level education increased by 4.9 **percentage points** from 26.8% (16,354) in 2011 to 31.7% (19,885) in 2016. This is 4.0 percentage points lower than the State figure (35.7% in 2016).

Deleted: %

Deleted: %

Poverty and Social Exclusion

- At the 2016 Census, 25.0% (3,203) of County Kilkenny's population aged 65 years and older (12,817) were living alone. This is 1.7 **percentage points** lower than the State figure (26.7% in 2016).
- Following the economic downturn, the county's absolute deprivation score dramatically decreased from -0.6 in 2006 to -7.5 in 2011. The partial recovery of the economy resulted in an increase in score to -4.4 in 2016.
- County Kilkenny's relative deprivation score of -0.3 classified the county's measure of affluence as 'marginally below average' in 2016.
- In 2016, there were 2,060 (17.9%) lone parent households compared to 2,017 (17.8%) in 2011. This is 2.1 **percentage points** lower than the State (20.0% in 2016).

Infographic here to cover this

Deleted: %

Deleted: This compared to the State score of 0.6 in the same year.

Deleted: %

Employment and Economic Activity

- Following the economic downturn, the county's level of unemployment increased from 7.5% (3,233) in 2006 to 19.4% (8,992) in 2011, thereafter decreasing to 12.7% (6,044) in 2016; levels similar to the State (12.9% in 2016).
- Of the 6,044 unemployed persons in 2016, 59.6% (3,600) were male and 40.4% (2,444) female, registering unemployment rates of 13.9% and 11.4% respectively.
- Professional Services and Commerce and Trade sectors employed almost half (47.9%) of the 41,363 **persons at work** in the county in 2016.
- The Council, with over 550 employees, ranks amongst the largest employers in the County

Deleted: 8 1

Deleted: 7

Deleted: 3

Deleted: employees



Deleted: There are a total of 26 playgrounds around the county. The Council is also responsible for on-going developments, visitor management and maintenance of Woodstock Gardens and Arboretum in Inistioge which has become a major tourist attraction in the south east.¶

Figure 5: Playgrounds In the County

Conclusion

Population and economic trends and societal changes influence decision-making processes and planning for service delivery. Having an awareness and understanding of these trends is critical in determining future strategic objectives. As the main provider of local services, the Council must understand these changes and adopt strategies and plans to meet evolving societal needs. The Corporate Plan will seek to build on available assets and present strategies that will address the challenges that face the county over the next five years.

Anne Maria Walsh

From: Anne Maria Walsh
Sent: 13 November 2019 08:54
To: Anne Maria Walsh
Subject: FW: Local Authorities Corporate Plan Development
Attachments: Corporate Plan - Text -011119.docx; V1_LA_Corporate Plan - text.docx

From: Howley, Derval [<mailto:derval.howley2@hse.ie>]
Sent: 07 November 2019 13:12
To: Lindsey Butler <Lindsey.Butler@kilkennycoco.ie>; Cora Nolan <Cora.nolan@kilkennycoco.ie>
Cc: Murphy, Joan Ita <Joanita.Murphy@hse.ie>
Subject: Local Authorities Corporate Plan Development

Hi Lindsey and Cora,

As part of the development of LA Corporate plan, we will be asking the council to consider how the statement of strategic priorities can be delivered in such a way as to ensure the fullest potential in health is achieved by the population we serve in Kilkenny.

To give a flavour of how this might be achieved and build on the valuable work already underway through the LCDC, we would ask that a health and wellbeing lens is considered in all strands of work underway which have co-benefits for population health.

For example providing for tobacco free environments particularly those where children are protected from witnessing smoking behaviours – this can be achieved in workplaces, schools, playgrounds, community centres; energy efficient transport alternatives and those that promote cycling and walking; planning decisions that protect us from companies marketing high fat, high sugar and high salt and fast foods particularly in areas easily accessible to children; town planning that provides for access to physical activity in safe, lit areas in all weathers; housing provision that seeks to integrate marginalised communities; provision of community facilities that support the Arts etc.

These are just some of the County Council activities that underway which can be progressed and developed having consideration for health outcomes contribute to a Healthier Ireland.

The HSE Nationally has drafted an example of what could be included to reflect the above in LA corporate plans which I've attached above.

Could we ask you to share this work with Kilkenny HI Sub-Group so that they can use it as a guide for inputting into the development of the plan?

Many thanks,

Derval

Derval Howley
Head of Health and Wellbeing
South East Community Healthcare
HSE Lacken
Kilkenny
R95 NV08

Mob: 087-3743329
EMail: derval.howley2@hse.ie

Suggested text to inform the inclusion of Health and Wellbeing in Local Authorities Corporate Plans

People's opportunities for health are influenced by factors outside of the health and social care system. They lie in the circumstances in which people are born, grow, live, work, and age: the social determinants of health. These are the 'causes of the causes' of ill health and they can enable individuals and societies to flourish, or not. Creating a healthier population requires greater action on the 'causes of the causes' of ill health. This includes addressing the role of both the physical built environment and the social factors which shape our communities and places as where people live have a significant impact on their mental and physical health.

This highlights the importance of the role of the built and the way new places are planned and shaped for the health and wellbeing of our population. Over the lifetime of this corporate plan we will take every opportunity to:

- Create compact places, through planning policies, transport policies and good design
- Design places and services to maximise use and impact including clustering of a range of facilities and examining the potential for community facilities to be used flexibly, for example out of school hours, or for multiple purposes
- Design and provide places, buildings and facilities to suit a wide range of people and age groups
- Include and design of multi-functional green spaces to help increase people's everyday access to green infrastructure by creating 'green corridors' for walking and cycling and ensuring green spaces are easily reached from people's homes and workplaces
- Prioritise walking, cycling, and public transport at every stage of planning in
- Consider and influence the local food retail offer to promote healthier options
- Provide an opportunity to embed food growing in the local environment from the outset
- Design buildings that improve health which take in to consideration the site, fabric, internal spaces and access
- Create and design workplaces that stimulate productivity, efficiency and resilience with the health and wellbeing of employees in mind
- Include flexible community spaces that can serve multiple purposes such as a café, a library, meeting rooms, performance spaces etc. to increase social connections
- Ensure affordable, fun and inviting spaces that can be used by people from a wide range of backgrounds and people with varying interests

Text for consideration for Corporate Plan development in Local Authorities.

[Insert City or County Council] has a significant role in protecting and promoting their citizens' health and wellbeing. People's opportunities for health are influenced by the circumstances in which people are born, grow, live, work, and age. These 'causes of the causes of ill-health', known as the social determinants of health, are important to focus on and include addressing both the physical built environment and the social factors which shape our communities and places where people live.

Promoting and improving the health, wellbeing and quality of life of all people is a key purpose and outcome of the **[Insert City or County Council]** Corporate plan. This supports the implementation of Healthy Ireland (2013 – 2025), the national health and wellbeing framework, at the local level.

Working with the HSE, through the LCDC to promote Healthy **[insert City or County]**, key areas to work in partnership to improve health and wellbeing include supporting good planning and design, increasing cycling and walking, increasing access to green spaces, promoting tobacco free environments, increasing access to health food through community gardens and influencing local food retail, and promoting community spaces and places for social connections and play.

Reference

Department of Health (2013). Healthy Ireland : A Framework for Improved Health and Wellbeing, 2013-2015.