



Comhairle Cathrach
& Contae **Luimnigh**

Limerick City
& County Council

Seirbhísí Corparáideacha,
Comhairle Cathrach agus Contae Luimnigh,
Ceanncheathrú Chorporáideach,
Cé na gCeannaithe,
Luimneach

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26th March, 2025.

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**To: The Príomh Chomhairleoir and Each of the Members of Limerick City
and County Council**

ANNUAL SERVICE DELIVERY PLAN 2025

A Chomhairleoir, a chara,

Section 134 (a) of the Local Government Act, 2001, (as amended by the Local Government Reform Act 2014 and the Local Government (Mayor of Limerick) and Miscellaneous Provisions Act 2024) requires the Local Authority to prepare a Service Delivery Plan annually which identifies the principal services to be provided by the Council to the public following the adoption of its annual budget. The Service Delivery Plan sets out the work programme for each Directorate based on the adopted budget. Separately, following the adoption of the annual budget, the Draft Schedule of Municipal District Works to be carried out during the financial year in each Municipal District shall be prepared. This Schedule of Municipal District Works will be presented for adoption by the Municipal and Metropolitan District Members at their respective Meetings.

Progress in implementing the Service Delivery Plans will be monitored by each Department and their teams on a regular basis and relevant significant matters will be reported to, as appropriate, in the regular monthly Executive Reports to the Elected Council.

I now attach the Draft Service Delivery Plan 2025 for Limerick City and County Council. The document also includes, as an Appendix, a Review of the 2024 Service Delivery Plan.

The adoption of the Service Delivery Plan 2025 is a Reserved Function of the Council.

Is mise le meas,

**Ciara Farrell,
Senior Executive Officer,
Corporate Services, Governance and Customer Services.**

ANNUAL SERVICE DELIVERY PLAN 2025

Limerick City and County Council

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Introduction

The Annual Service Delivery Plan is required under Section 134 (a) of the Local Government Act, 2001, (as amended by the Local Government Reform Act 2014 and the Local Government (Mayor of Limerick) and Miscellaneous Provisions Act 2024).

Limerick City and County Council provides over 700 services. The Annual Service Delivery Plan 2025 outlines Limerick City and County Council's strategic objectives, key actions, and performance standards across our service areas, reflecting our commitment to enhancing the quality of life for all Limerick residents, supporting local businesses and improving the visitor experience. The total estimated expenditure included in the Budget for 2025 amounts to €926.6 million. The majority, €656 million (70.85%) is for HAP Shared Services, which Limerick runs on behalf of the 31 local authorities.

The Service Delivery Plan 2025 is aligned with national and local strategies, policies and plans including the following:

- Corporate Strategic Plan process 2024-2029
- Mayoral Programme *"More for Limerick 2024-2029"*
- Budget 2025 Strategy and Objectives
- Limerick Development Plan 2022-2028
- National Oversight and Audit Commission (NOAC) Indicators

The Plan It is designed to address the diverse needs of our community, from housing and regeneration, to environmental sustainability, cultural development, and economic growth. Our focus remains on delivering efficient, effective, and equitable services that foster a vibrant, inclusive, and sustainable Limerick.

This year, we continue to prioritise innovative housing solutions, robust environmental initiatives, and the revitalisation of our urban and rural areas. We are dedicated to supporting our communities through comprehensive development programmes, enhancing our cultural and recreational facilities, and driving economic prosperity. The Plan emphasises the

importance of collaboration with national and regional partners, ensuring that our efforts are aligned with broader strategic frameworks.

Each section outlines in detail the key actions proposed in each of the service areas in 2025, the performance standards and the financial resources as set out in Budget 2025.

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Budget Strategy and Objectives

The key objectives of the 2025 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 2025 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
- Focus on innovative Housing delivery models and renewed focus on dereliction

2. Sport & Recreation

- Adoption of a Local Sports Plan for Limerick in conjunction with Sports Ireland
- Complete upgrade works at Grove Island and Askeaton Leisure Centres
- Develop the strategic potential of Regional Athletics Hub and continue to maintain it 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

- To lead our communities to protect and enhance the natural and built environment for Limerick
- To progress the Climate Action Plan
- To work in collaboration with Government and its agencies for environmental improvement and transitioning to a circular economy
- Provides financial support to the flood relief schemes such as Kings Island & Castleconnell

4. Planning & Place Making

- To implement the provisions of the new Planning & Development Act 2024
- Work with national and regional partners to implement the revised National Planning Framework (NPF) and the development of Regional Land Use, Employment and Strategies with key partners and the Southern Regional Assembly
- Continue to appraise development proposals across the City and County to facilitate quality residential commercial and community development to create sustainable neighbourhoods
- To advance the Place Making and Public Realm Programme to enhance and revitalise the city centre and our town centres and villages in partnership with relevant stakeholders
- Promote land use planning and active land management in tandem with creating sustainable, healthy, inclusive and resilient communities
- Protect, conserve and enhance the built and cultural heritage of Limerick
- Progress the delivery of the Catchment-based Flood Risk Assessment and Management (CFRAMS) approved programme for Limerick in conjunction with the Office of Public Works (OPW)

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
- Facilitate the delivery of the Vacant Property Refurbishment Grant
- Deliver high quality Community Development Support and Engagement
- Advise and support community groups and organisations to avail of relevant funding streams and support these groups to securing funding
- Support the LCDC in the delivery of its functions
- Secure the maximum level of funding from national funding calls
- Continue and where possible enhance our programme of supports to all our communities including, the Migrant Community, Older People, Young People and those who are marginalised

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 and museum play in enhancing the quality of life of our citizens

7. Tourism Development:

- Driving the finalisation and 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 John's Castle, Lough Gur and Adare Heritage.
- Enhanced Support for our key existing and compelling new festivals and events including preliminary Ryder Cup plans.
- 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
- Deliver economic growth through business development / investment attraction activities at a local, regional, national and international level
- The economic revitalisation of our city centre and towns, including the Night Time Economy, 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 2025 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, including major capital transport projects such as the Foynes to Limerick scheme
- Delivery of sustainable and active travel projects identified in the Limerick Shannon Metropolitan Area Transport Strategy in conjunction with the National Transport Authority

10. HAP Shared Services Centre:

- Deliver 2025 targets set for HAP shared service

11. City Centre Improvement:

- Continue the good progress into 2025 in bettering the public realm, appearance and attractiveness of the city centre

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 2025

The total estimated expenditure included in the Budget for 2025 amounts to €926.6 million, a decrease of €16.19 million on the adopted figure for 2024. The decreased activity in the HAP Shared Service Centre- accounts for the majority of this decrease. 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 2025	Adopted Budget 2024
A - Housing & Building	€77,725,068	€67,606,276
A - HAP Shared Service Centre	€656,474,092	€693,706,315
B - Road Transport & Safety	€54,546,339	€52,652,751
C - Water Services	€16,521,845	€16,962,684
D - Development Mgt	€34,383,539	€29,962,342
E - Environmental Services	€47,140,283	€46,475,355
F - Recreation & Amenity	€19,891,536	€18,087,985
G - Agri, Ed, Health & Welfare	€1,346,239	€1,279,013
H - Misc Services	€18,573,713	€16,056,951
	€926,602,654	€942,789,672

Table 2: Analysis of Expenditure by Division

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

Budget 2025 - Analysis of Expenditure (excl HAP 71%)

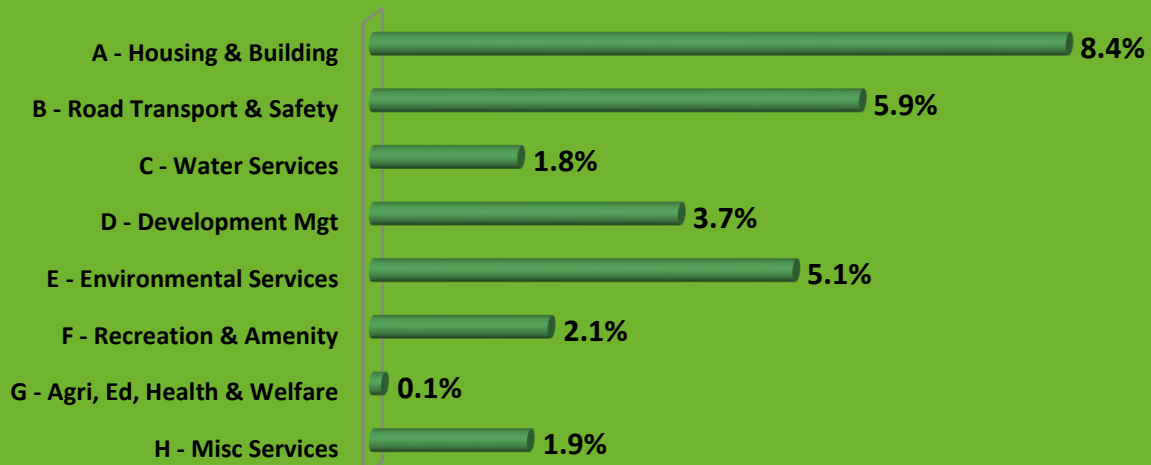


Chart 1: Analysis of split of Expenditure (excl HAP) by Division

The following bar chart shows the estimated expenditure for Budget 2025 for each Division, with comparative figures for 2024:

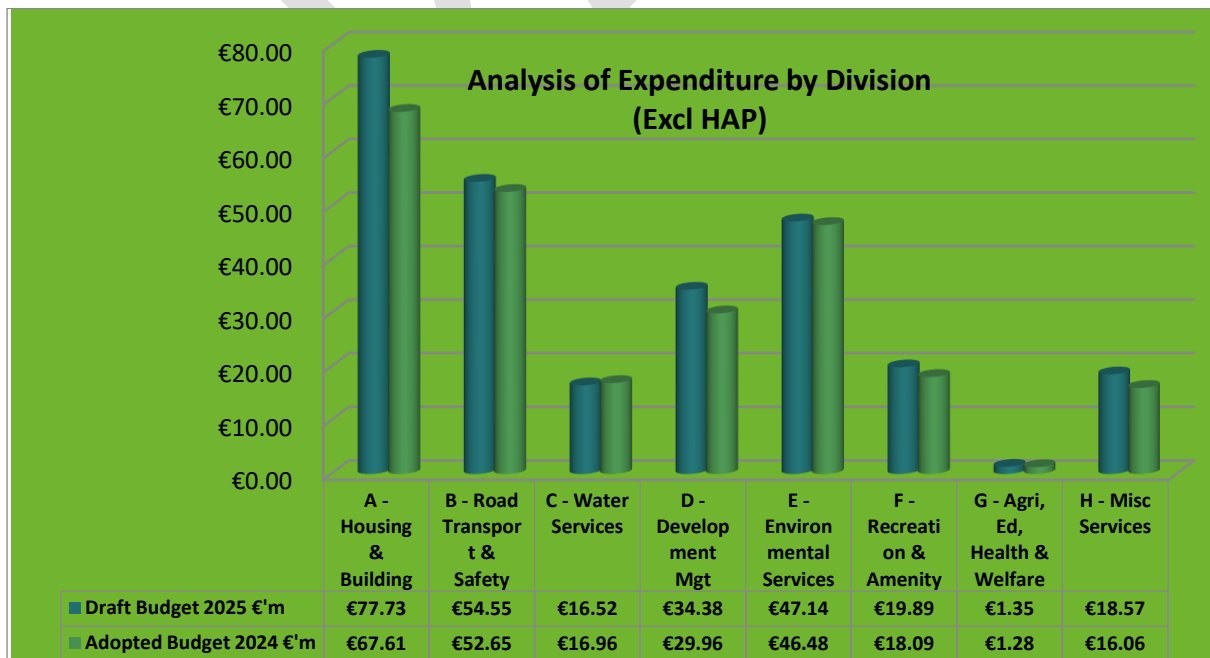


Chart 2: Analysis of Expenditure (excl HAP) by Division – Budget 2025 versus Budget 2024

Analysis of Income 2025

The level of expenditure shown above, at €926.6 million, will be financed from the following

Source	Amount
1. Local Property Tax	€21,405,939
2. Commercial Rates	€69,119,576
3. Grants & Subsidies (net of HAP)	€118,313,952
4. Goods & Services (net of HAP)	€61,239,802
Sub Total Income (Excluding HAP)	€270,079,269
1. HAP Differential Rent	€157,495,702
2. HAP Subsidy from DHPCLG	€499,027,683
Sub Total HAP	€656,523,385
Total including HAP	€926,602,654

Table 3: Analysis of Budget 2025 Income

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

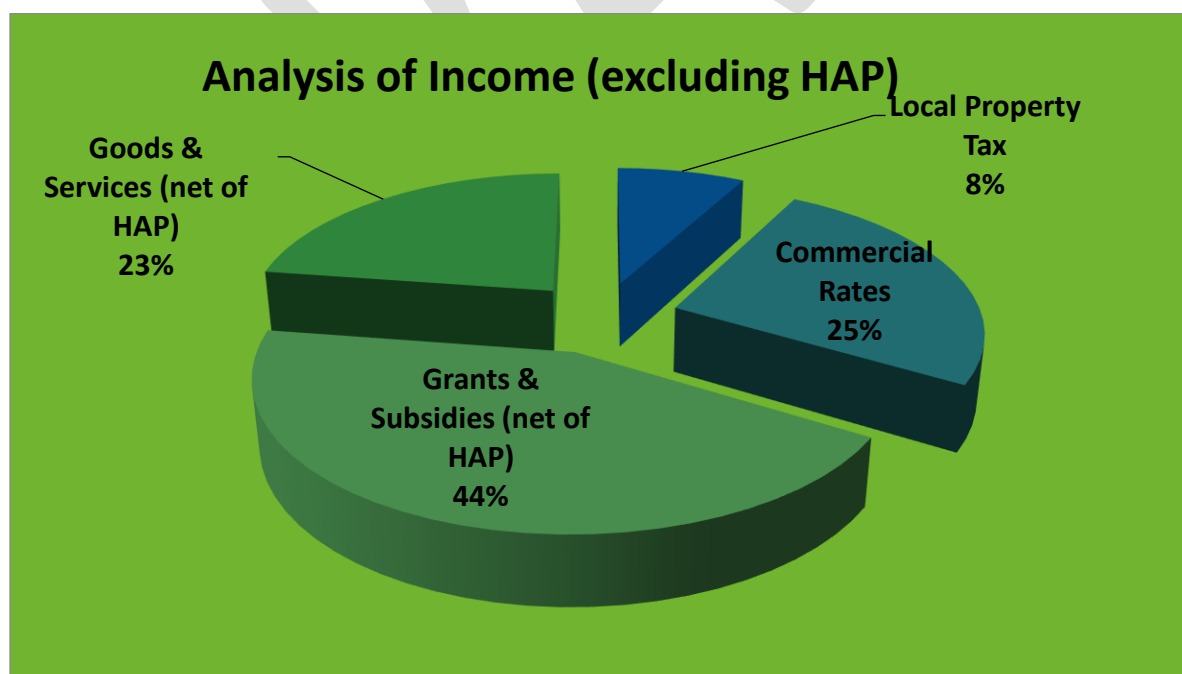


Chart 3: Analysis of Budget 2025 Income (excluding HAP)

56% of the Council's income (excluding HAP) is now generated locally through Commercial Rates (25%), LPT (8%) and Goods & Services (23%).

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Organisational Structure



Director General

Mayor

Corporate Services, HR & Organisational Development

- Mayoral Programme
- HR & Business Improvement
- Corporate, Governance & Customer Service
- Marketing & Communications
- Ryder Cup Project Management

Environment, Climate Action & Shared Services

- Housing Assistance Payment SSC
- Southern Regional Waste Management
- Fire & Emergency
- Water Services
- Metropolitan District Team
- Environment & Climate Action

Finance, Economic Development & Digital Services

- Finance
- Trade & Investment
- Digital Services
- Local Enterprise Office (LEO)
- Regional Enterprise Plan
- Corporate Buildings and Estates
- ICT
- NMAC
- Innovate Limerick DAC

Rural, Culture, Community & Tourism Development

- Rural Development
- Culture
- Property Management Services
- Community Development
- Ukraine Accommodation Response Team
- Tourism
- Discover Limerick DAC

Regeneration, Sports and Recreation

- Regeneration, Sports and Recreation
- Askeaton Pool and Leisure Ltd

Housing

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

Transport & Mobility

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

Planning & Place-Making

- Forward Planning & Public Realm
- Development Management
- Place Making
- CRRAMS
- Limerick 2030 DAC

Organisational Resources approved at Budget 2025

The Service Delivery Plan sets out objectives based on the Budget approved by the Elected Members. In this regard, the Council's Budget 2025 provides for a total expenditure of €926,602,654 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	€77,725,068	8.4%
A	HAP Shared Service Centre	€656,474,092	71%
B	Road Transportation and Safety	€54,546,339	5.9%
C	Water Services	€16,521,845	1.8%
D	Development Management	€34,383,539	3.7%
E	Environmental Services	€47,140,283	5.1%
F	Recreation and Amenity	€19,891,536	2.1%
G	Agriculture, Education, Health and Welfare	€1,346,239	0.1%
H	Miscellaneous Services	€18,573,713	1.9%
Total		€926,602,654	100%

Staffing resources available to the Council as at December 2024 are as follows –

Employee Category	Total
Managerial	9
Clerical/Administrative	630
Professional/Technical	286
Outdoor	419
Wholetime Firefighters	60
Retained Firefighters	68
Overall Total *Doesn't include 68 temporary staff/Non DOE staff/Supernumeraries	1472

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

Corporate Services, HR & Organisational Development Directorate

In 2025 Corporate Services, Governance and Customer Services will continue to engage with elected members and citizens as key stakeholders. Corporate Services provide a range of support services to the Elected Members, management, staff and customers including administration and support for meetings of Limerick City and County Council, the Elected Members, the Metropolitan District and Committees, the Offices of the Mayor, the Cathaoirleach and the Príomh Comhairleoir. The team supports a range of civic and democratic functions including civic receptions, twinning, working with international delegations, citizen support through the register of Electors and local elections administration. The Corporate Services governance role includes supporting the Internal Audit Committee, Data Protection, co-ordination of the obligations under the Public Sector Duty, Official Languages Act 2022 and associated Companies.

The Customer Services team is the front-facing, first point of contact for citizens and customers of Limerick City and County Council and is responsible for delivering an excellent customer experience across Council services. The Customer Services Department undertake a variety of services to ensure customer efficiency by delivering these services at first point of contact to the customer. Customer Services provide customer and dedicated public representative support and information through the exiting and evolving channels and technology tools including phones, email, counters, social media support and post.

Corporate Services includes the Health and Safety Department which 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 committed to continual improvement of the safety management system to ensure legal compliance and a positive safety culture and in 2024 achieved the Internal Origination for Standardisation (ISO) standard for management systems of occupational health and safety (ISO 45001).

The 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.

In 2025 the Human Resources and Organisational Development Department will continue to support staff and management to deliver on its strategic and operational goals. Key areas will be recruitment and retention of staff in a competitive employment market, building a positive and inclusive working environment where employees feel respected and valued and continuous training and development to enhance employees' skills and knowledge.

The Ryder Cup Office will continue to coordinate Council services required for the delivery of a successful 2027 Ryder Cup event in Adare Manor, Limerick. This will include engaging with the event promoter, the Government of Ireland stakeholders, host venue and our Limerick community with a view to delivering a great Limerick welcome to all involved.

In 2025, there is an added focus with new roles to support the Metropolitan and Municipal districts. Two Senior Executive Officers have been appointed to further support the elected members and strengthen the delivery of services. These staff will assist the Area Directors and the District Chairs in their functions and support service delivery at district level.

National Oversight and Audit Commission (NOAC) Indicators for Corporate Services, HR and Organisational Development Directorate.

Relevant NOAC Indicators	
C1	Total No. WTEs
C2	Working Days lost to Sickness
C3	LA Website and Social Media Usage

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 2025 to fund these services:-

Principal/ Budget Service	Service Description	Total €
B04	Local Road - Maintenance and Improvement	€25,000
D05	Tourism Development and Promotion	€1,727,055
D06	Community and Enterprise Function	€261,791
D09	Economic Development and Promotion	€15,000
F02	Operation of Library and Archival Service	€210,165
F04	Community Sport and Recreational Development	€20,000
F05	Operation of Arts Programme	€35,000
H04	Franchise Costs	€145,449
H05	Operation of Morgue and Coroner Expenses	€434,437
H09	Local Representation/Civic Leadership	€2,021,578
H11	Agency and Recoupable Services	€826,882
J02	General Corporate Services	€5,399,456
J04	Print/Post Room Services	€152,000
J05	Human Resources Function	€3,443,459
J07	Pensions and Lump Sum Costs	€19,696,394
Total		€34,413,666

Principle Service Objectives -

The table below sets out the service delivery objectives for the principal services that will be delivered during 2025:-

Principal Services	Objective	Performance Standard
Elected Members and Meetings Administration	To continue to develop and support the democratic role of the Elected Members to allow them perform their duties as elected representatives.	Meetings and subcommittees serviced. Agenda business transacted and follow up actions carried out. Statutory requirements adhered to. Provide administrative and corporate support to the Príomh Comhairleoir and the Cathaoirleach of Metropolitan District.
Support Local Democracy	Promote democratic engagement	Support the Women's Caucus and other initiatives to promote democratic participation.
Corporate Governance	To adhere to statutory requirements and best practice in Corporate Governance.	Meeting Local Government obligations including preparation of the following: <ul style="list-style-type: none"> • Corporate Plan • Executive Reports • Annual Report • Internal Audit • Risk Management Reports • Associated Companies Reports • Performance Indicators – National Oversight and Audit Commission (NOAC) • Ethics Register • Annual Service Delivery Plan • Reports under Section 42 Public Sector Duty
Support Role of Directly Elected Mayor	To support the Office of the Mayor	Provide corporate support to the Office of the Mayor of Limerick.
Mayoral Programme	Mayoral Programme objectives assigned to the Corporate Services, HR and Organisational Development Directorate	<ul style="list-style-type: none"> - Ensure Mayoral Programme objectives assigned to the Department are identified and tracked through the Co-Plan App. - Provide monthly reporting on Mayoral Programme progress and delivery outcomes through Co-Plan

Principal Services	Objective	Performance Standard
		<ul style="list-style-type: none"> - Where funding is provided under the Mayoral Fund, ensure prioritised projects are commenced in line with the Delivery Plan. - Delivery of objectives is subject to the availability of sufficient budget and resources.
Associated Companies	Support Local Authority management of associated companies and DACs	<p>Maintain and update the Associated Companies Register.</p> <p>Ensure Annual Financial Statements are provided to the Finance Department by 30th September each year.</p>
Register of Electors	<p>Management of the Register of Electors in accordance with statutory requirements.</p> <p>Data Cleanse Project of Registers of Electors System.</p> <p>Election Management</p>	<p>To regularly publish updated versions of the Register as required.</p> <p>Implement Data Cleanse Project in preparation for the transition to a new national online system in 2027.</p> <p>Support elections as required including 2025 Presidential Election.</p>
Corporate Plan	Deliver actionable Corporate Plan 2024-2029	Consult with stakeholders to deliver new Corporate Plan to inform activities of the Council.
Implementation of Official Languages Act	Support Local Authority to adhere to statutory requirements in providing public services through Irish.	Meeting the objectives as set out in the Official Languages Act 2003 (as amended) including reporting annually to An Coimisinéir Teanga to ensure compliance with Section 10 – Advertising by Public Bodies.
Corporate and Civic Events	To organise Civic and Mayoral receptions to promote and acknowledge the	Organise and manage Civic Receptions, Mayoral Receptions, National Day of Commemoration, Annual Services and Charity Gala Dinner.

Principal Services	Objective	Performance Standard
	achievements of Limerick's citizens.	
International Office	To promote and develop international links to benefit Limerick's development.	Develop twinning links Support and maximise visits and exchanges with international delegations
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 General Data Protection Regulation (GDPR) and The Data Protection Act, 2018. Implement measures and monitor data protection compliance across the organisation.	Ensure Data Protection Impact Assessments (DPIAs), Data Processor Agreements and Data Protection Policies are in place. Ongoing training and guidance to staff, regular reporting to management team and the Information and Data Protection Champions quarterly meetings. Coordinate the Data Monitoring Committee and their sub committee's i.e. CCTV Oversight Board. Coordinate responses to Data Subject Access Requests. Continue to support the implementation of Section 40 of the Data Protection Act in relation to elected members' protocol. Further to the Data Protection Commission (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

Principal Services	Objective	Performance Standard
		Quarterly meetings of Safety Monitoring Committee to monitor the organisations safety performance standards.
Customer Services	Deliver excellent customer service through multiple channels to meet customers' needs and continue to develop to deliver services at first point of contact as efficiently as possible.	<p>Meet obligations of Customer Charter to meet Customer Needs.</p> <p>Determining Microsoft Dynamics (CRM) key performance indicators and setting targets to achieve improvements by ensuring Microsoft Dynamics (CRM) case monitoring.</p> <p>Deliver an out of hours service to meet urgent needs</p>
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>Quarterly Reports & End of Year Report submitted to management team on percentage of compliance/non-compliance against spend/Invoice Mis-match & Highest Incidence & Spend.</p> <p>Public Spend Code data uploaded to website in line with requirements.</p> <p>Annual Report, under Circ. 09/2024, of contracts with a value above 143k for supplies & services.</p> <p>Ensure contract award notices are published on tendering site for all spends above 25,000k in-line with Circ. 05/2023.</p> <p>Ongoing review of procurement references being used on Agresso.</p> <p>Monitor GPP compliance in-line with Local Government Management Agency (LGMA)/Office of Government Procurement (OGP) guidance/templates.</p> <p>Relay and have available on the intranet all procurement information.</p> <p>Requisitions (RQ) Oversight Unit to continue validating each RQ raised across the Council with a view to embedding compliance to procurement</p>

Principal Services	Objective	Performance Standard
		<p>policy and ensure a consistent approach across the organisation.</p> <p>Maintain the register of contracts to provide additional oversight.</p> <p>Provide support to staff where/when required & review practices to try and streamline them for ease of use while still meeting our objective of procurement compliance.</p>
Internal Audit	<p>Provide independent and objective reviews and assessments of the Council's activities, operations, financial systems, internal controls and corporate governance processes. This provides assurance that the Council is in compliance with policies, accounting standards, procedures and legislation.</p>	<p>4 meetings of Audit and Risk Committee per annum</p> <p>No. of Audit Reports produced and approved per annum</p> <p>Submission of the Public Spending Code report to NOAC by the required deadline</p>
Business Improvements Projects	<p>Develop an Innovation Strategy to guide the prioritisation and implementation of Business Improvement projects.</p>	<p>Innovation Strategy adopted with timeline for implementation.</p>
Service Design	<p>Embed design thinking in the delivery of business improvement projects.</p>	<p>Human centric approach to the improvement of services for both staff and citizen.</p>
Service Catalogue	<p>Catalogue in place that is connected to the internal CRM system to measure service level requirements.</p>	<p>All frontline services included in the Service Catalogue.</p>

Principal Services	Objective	Performance Standard
Internal Communication	Ensure the communication flow throughout the organisation.	Internal Communication Action Plan developed. Team Communication Protocol reviewed. 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.
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.	<p>Implementation of a monitored, consistently applied programme of sick leave management.</p> <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>

Principal Services	Objective	Performance Standard
Learning and Development	Facilitate staff to realise their potential through an identified training and development programme, thereby maximising their contribution to the Council.	Provision of a learning and development programme, based upon critical needs and tailored to meet the needs of the Organisation. This programme will facilitate staff in availing of both essential and developmental learning opportunities thereby enhancing staff capability. Provision of an online Performance Management and Development System (PMDS) system to facilitate greater staff engagement and enhanced access to training opportunities.
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.
Employee Relations	Maintaining a positive working environment where employees feel valued and respected while providing a mechanism for management of change, managing performance and resolving issues under dispute in accordance with the relevant dispute resolution mechanisms.	A schedule of regular consistent meetings with Unions in a proactive attempt to identify and resolve issues of change, performance, and staff welfare in a timely manner. An agreed dispute resolution process where agreement is not possible.
Time and Attendance	Ensure all staff are complying with the objectives set out in the Attendance	Comprehensive monitoring of the Attendance Management Scheme to ensure staff are recording time and leave

Principal Services	Objective	Performance Standard
	<p>Management Scheme and Work Life Policies/Legislation.</p> <p>Review operation of Blended working arrangements in accordance with Government/Sectoral Guidelines.</p>	<p>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>
Marketing of Limerick	Implementation and continuation of 'Brand Limerick' initiative.	<p>Extensive campaigns to consolidate Limerick's reputation for being a great place to work, live, invest and visit with a different kind of energy.</p> <p>Market Limerick's civic festivals and Limerick Council supported events throughout the year.</p>
Communications	Develop the Council's ability to proactively promote itself and communicate effectively with stakeholders.	<p>Create and deliver engaging campaigns to showcase the range of services delivered by the Council.</p> <p>Engage proactively with media to ensure the Limerick narrative is beneficial.</p> <p>Manage the media and communications needs of the Mayor's office as well as the entire organisation's directorates.</p>
Events	Prepare for Ryder Cup 2027	Work with internal and external partners to plan for the delivery of a successful Ryder Cup 2027.

Environment, Climate Action & Shared Services

Directorate

Environment and Climate Action Department

The Environment and Climate Action Department incorporates the roles of Environmental Enforcement, Environmental Strategy, Parks and Cemeteries, Litter Management, Dog and Horse Management, Climate Action and the Limerick Clare Energy Agency (which is now currently evolving into the Mid-West Energy Unit). The new Rural Water/Laboratory Section is now also being added to this busy Department.

The Department is responsible for policy and strategy in these areas and supports the Climate Action, Biodiversity and Environment SPC.

Limerick City and County Council Fire and Emergency Services Department

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.

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 (DRHE). Since the commencement of the scheme, the HAP Shared Services Centre has processed over 125,000 tenancies and currently supports over 53,700 active HAP tenancies. A weekly average of 160 HAP tenancies have been set-up during 2024. Over 28,000 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

The Southern Region Waste Management Office (SRWMO) is shared service lead by Limerick City & County Council for the 10 Local Authorities of the Southern Region and with two other Regional Offices published the National Waste Management Plan for a Circular

Economy 2024-2030. The plan has an overall ambition of 0% Waste Growth over the next five years and a Work Plan has been agreed to assist with reaching the targets and implementing the priority actions of the plan. The plan seeks to influence sustainable consumption and prevent the generation of waste, improve the capture of materials to optimise circularity and enable compliance with policy and legislation.

National Oversight and Audit Commission (NOAC) Indicators for Environment, Climate Action and Shared Services Directorate.

Relevant NOAC Indicators	
E1	Waste
E2	Environmental Pollution
E3	Litter Pollution
E4	Green Flag Status
E5	Energy Efficiency Performance
E7	Climate Change
W1	Water
F1	Cost per Capita of the Fire Service
F2	Service Mobilisation
F3	Attendance Times at Scenes

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 2025 to fund these services:-

Principal/ Budget Service	Service Description	Total €
A12	HAP Programme	€654,410,675
B04	Local Road – Maintenance and Improvement	€25,000
C01	Water Supply	€5,811,220
C02	Waste Water Treatment	€2,361,470
C04	Public Conveniences	€159,192
C05	Admin of Group and Private Installations	€2,828,829
C06	Support to Water Capital Programme	€111,990
C07	Agency and Recoupable Services	€35,600
C08	Local Authority Water and Sanitary Services	€20,000
D03	Enforcement	€4,000
D06	Community and Enterprise Function	€1,426,308
D08	Building Control	€138,625
D09	Economic Development and Promotion	€140,950
D11	Heritage and Conservation Services	€5,000
E01	Landfill Operation and Aftercare	€311,934
E02	Recovery & Recycling Facilities Operations	€802,510
E03	Waste to Energy Facilities Operations	€265,644
E04	Provision of Waste to Collection Services	€3,000

Principal/ Budget Service	Service Description	Total €
E05	Litter Management	€890,357
E06	Street Cleaning	€454,092
E07	Waste Regulations, Monitoring and Enforcement	€1,087,851
E08	Waste Management Planning	€1,530,623
E09	Maintenance of Burial Grounds	€1,400,577
E10	Safety of Structures and Places	€667,974
E11	Operation of Fire Service	€16,954,060
E12	Fire Prevention	€544,128
E13	Water Quality, Air and Noise Pollution	€1,315,125
E15	Climate Change and Flooding	€358,246
F03	Outdoor Leisure Areas Operations	€3,761,647
F04	Community Sport and Recreational Development	€233,500
G04	Veterinary Service	€750,210
G06	Agency & Recoupable Services	€110
H07	Operation of Markets and Casual Trading	€2,000
H11	Agency & Recoupable Services	€5,000
J02	General Corporate Services	€58,900
Total		€698,876,347

Principal Service Objectives -

The table below sets out the service delivery objectives for the principal services that will be delivered during 2025:-

Principal Services	Objective	Performance Standard
Climate Action	<p>Report on progress in achieving the Climate Action</p> <p>Targets set out in the Local Authority Climate Action Plan.</p> <p>Establish Climate Action Implementation Teams across the organisation.</p> <p>Administer the Community Climate Action Programme.</p> <p>Investigate funding opportunities to advance Climate Action in the Council.</p>	<p>Submit KPI update to the Local Government Management Agency (LGMA).</p> <p>Prepare an annual report to Management Board.</p> <p>Teams are established in each directorate.</p> <p>Number and value of grants awarded.</p> <p>Number of successful applications made.</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>Enter into the Sustainable Energy Authority of Ireland (SEAI) Pathfinder program.</p>	<p>Report on energy consumption to the SEAI portal.</p> <p>Energy Audits are carried out across Significant Energy Users and decarbonisation Strategies are developed. Funding agreement is signed and initial stages are commenced.</p>
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	<p>Implement the Noise Action Plan.</p> <p>Provide guidance for Strategic Planning applications.</p>	<p>Undertake noise modelling in priority areas.</p> <p>Progress monitoring in quiet areas.</p> <p>Achieve monitoring requirements specified in the Environmental Inspection Plan (RMCEI).</p>
Biodiversity	Promote and enhance biodiversity and nature-based	Progress the development of a Biodiversity Plan for the City and County.

Principal Services	Objective	Performance Standard
	solutions with particular emphasis on the intrinsic link with Climate change.	
Water Quality	Protect and improve water quality status of all water bodies in accordance with the Water Action Plan.	Achieve monitoring and inspection requirements specified in the Environmental Inspection Plan (RMCEI).
Landfill Operation and Aftercare	Manage the aftercare of landfill.	Progress remediation of Closed landfills. Ensure compliance with Environmental Protection Agency (EPA) Licence sites.
Recovery and Recycling Facilities Operations	Provide and enhance recycling facilities and operations.	Achieve objections outlined in the National Waste Management Plan for a Circular Economy. Improve and expand existing recycling opportunities at sites.
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 for a Circular Economy.
Rural Water Programme	Administer Private Well Grants on behalf of the Department of Housing, Local Government and Heritage.	Number and value of grants administered.
Administration of Group and Private Installations	Administer Lead Pipes & Fittings Grants on behalf of the Department of Housing, Local Government and Heritage.	Number and value of grants administered.
	Progress the upgrade of Group Water Schemes.	Number of Schemes Upgraded.
	Takeover of Group Water Schemes.	Number of Schemes will be taken over by Uisce Éireann.

Principal Services	Objective	Performance Standard
Laboratory	Provide Laboratory Services to meet regulatory monitoring requirements and the terms of the Uisce Éireann Support Services Agreement (SSA)	Deliver Monitoring Programme for Limerick's Water Schemes and Water Bodies.
Litter Management	Implement the Council Litter Management Plan.	Achieve objectives of Litter Management Plan in line with Recommended Minimal Criteria for Environmental Inspections (RMCEI) targets 7 objectives
Veterinary Services	<p>Provide Dog Control Service</p> <p>Dog Breeding Establishments</p> <p>Provide Horse Control Service</p>	<p>Provide and operate a Dog Shelter/Implement legislation on Dog Control. Number of Dogs seized/ processed through Dog Shelter, Number of customer queries closed</p> <p>Engage with transfer of Dog Breeding Establishments regulation to Department of Agriculture</p> <p>Implement legislation on Control of Horses in public areas. Number of complaints responded to.</p>
Cemeteries	<p>To manage maintenance of graveyards throughout city and county</p> <p>To streamline applications system for grave purchase, exhumation licences and monument permits</p>	<p>Burial grounds maintained to a high standard. Number of complaints received is a measure of performance.</p> <p>Applications processed in a timely manner. Timescale for turnover of applications a measure of performance</p>
Parks & Green Spaces	<p>To advance Parks capital programme to provide sporting and play facilities</p> <p>To provide and maintain good quality and attractive parks and green spaces for health and wellbeing in line with approved budgets.</p>	<p>Deliver capital programme identified for Parks and Green Spaces for 2025.</p> <p>Parks maintained to a high standard. Number of complaints received is a measure of performance</p>

Principal Services	Objective	Performance Standard
	<p>To contribute to biodiversity objectives and implement actions as per the All-Ireland Pollinator Plan in Parks and green spaces</p> <p>To build on tree planting programme and identify sites for planting</p> <p>To continue seeking roundabout sponsorship for city and county</p> <p>To deliver grass cutting services for the city and county</p> <p>To deliver flower baskets and floral displays throughout the city</p>	<p>No of objectives in the All-Ireland Pollinator Plan being delivered that relate to Parks, Open Green Spaces</p> <p>Number of trees planted in 2025</p> <p>Number of sponsorships secured in 2025</p> <p>Improvements in quality of service to the public</p> <p>Enhancement of the city centre improvements</p>
Cemeteries Capital Projects	To implement Burial Ground Strategy Capital Projects.	Progress capital programme for Burial Grounds in accordance with objectives in Team Development Plan (TDP) 2025
Fire Safety	<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>Targeted inspection programme of buildings throughout the city & county</p> <p>A familiarisation process for fire fighters of buildings throughout the city & county</p> <p>Assess all Fire Safety Certificates lodged in 2025</p> <p>Licensing inspections and assessments of all applications carried out throughout the county</p> <p>Replying to Planning Section in relation to planning referrals and event licencing</p> <p>Issuing of Petroleum licencing</p> <p>Improve fire safety awareness throughout Limerick City and County through various indicatives such as, transition year programme, school visits, community related activities, station open days,</p>

Principal Services	Objective	Performance Standard
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>targeted media campaigns, smoke alarm schemes, crèche visits, elderly fire safety awareness campaigns etc.</p> <p>Process all Commencement Notices received in 2025</p> <p>Process all 7 day Fire Safety Certificate notices received in 2025</p> <p>Process all Disability Access Certificates received in 2025</p> <p>Process all Certificates of Compliance on Completion received in 2025</p> <p>New buildings inspected equal to or greater than national target of commencement notices received in 2025</p> <p>Market surveillance of construction products as required</p> <p>Conduct all necessary Training of operational staff</p>
Blue Light Emergency Response	<p>Maintain sufficient operational readiness and capability, to deliver an appropriate response to Fire Service Incidents.</p>	<p>Ensure adequate resources (equipment, vehicles and personal protective equipment (PPE)) are allocated to all fire stations to enable our firefighters to carry out their duties</p> <p>Ensure all equipment and appliances are properly maintained and serviced</p> <p>Ensure all fire stations and facilities are maintained to a safe and suitable standard</p> <p>Attend all emergency incidents called to in 2025</p>

Principal Services	Objective	Performance Standard
Health & Safety & Management Systems	Maintain a safe work environment for all staff	<p>Aim to mobilise fire brigades to fire/emergency incidents as quickly as possible in 2025</p> <p>Maintain adequate staffing levels in all 7 fire stations</p> <p>Manage safety including our Inspection/Audit Programme for 2025</p> <p>Processes and systems in place to improve safety standards</p> <p>Maintain ISO 9001:2015 Standard Certification in 2025</p> <p>Maintain ISO 45001 Standard certification in 2025</p> <p>Facilitate H&S representatives at H&S forum</p>
Major Emergency Management (MEM)	<p>Regional Engagement</p> <p>Emergency Planning</p>	<p>Attendance Rate at Regional Working Group (>75%): Percentage of scheduled Regional Working Group meetings attended by representatives of Limerick City and County Council.</p> <p>Attendance Rate at Regional Steering Group(>75%): Percentage of scheduled Regional Steering Group meetings attended by representatives of Limerick City and County Council.</p> <p>Major Emergency Plan Reviewed: Completion status (Yes/No) of the annual review of the Major Emergency Plan.</p> <p>Major Emergency Sub-Plans Reviewed: All sub-plans reviewed (Yes/No) for 2025.</p> <p>City and County Risk Assessment Reviewed: Completion status (Yes/No) of the annual revision of the Local Authority Risk Assessments.</p>

Principal Services	Objective	Performance Standard
	<p>Risk Assessment and Hazard Management</p> <p>Contact Management</p> <p>Mobilisation and Testing</p> <p>Training and Development</p> <p>Continuous Improvement</p>	<p>External Emergency Plan (EEP) Reviews: All of EEP reviews due in the period that were completed within the scheduled timeframe.</p> <p>MEM Contact Book Reviewed: Completion status (Yes/No) of the annual review and update of the MEM contact book</p> <p>Test Mobilisation Conducted: Completion status (Yes/No) of at least one test mobilisation during the year</p> <p>Training Needs Assessment Completed: Completion status (Yes/No) of the annual training needs assessment and development of the training programme for the following year.</p> <p>Training Programme Delivered: Percentage of scheduled training sessions conducted versus the planned sessions for 2025.</p> <p>Mobilisation Procedures Reviewed: Completion status (Yes/No) of the review and update of mobilization procedures.</p> <p>Technology Utilisation: "Number of technological tools or systems introduced/enhanced for MEM processes in 2025." (Yes/No)</p>
Civil Defence	Maintain sufficient operational readiness and capability, to deliver an appropriate response to civil emergencies and events	<p>Ensure all equipment and appliances are properly maintained, serviced and available</p> <p>Ensure all facilities are maintained to a safe and suitable standard</p> <p>Maintain adequate level of volunteers are available and trained to a suitable standard</p> <p>Number of Events attended in 2025</p>
Water Safety	Promotion of water safety to prevent drowning on the water.	<p>Lifebuoy inspections/replacements</p> <p>Liaise with other agencies with regard to lifebuoy inspections/replacements</p>

Principal Services	Objective	Performance Standard
		<p>Provision of talks in local primary schools Primary Aquatic Water Safety (PAWS Programme) Involved with the recruitment of Lifeguards</p> <p>Supervise lifeguards during term of employment</p> <p>Promotion of water safety to prevent drowning on the water. Secretary on the Water Safety Development Officers Group</p>
Administration	Administration of operational requirements of the Fire Service	<p>Payment of Whole time and Retained Firefighters</p> <p>Recording of annual leave for the Whole time and Retained Firefighters</p> <p>Processing of expenses for Whole Time and Retained Firefighters</p> <p>Assist with the recruitment of staff</p> <p>Processing all billing and following up on owners of properties and vehicles involved in incidents</p> <p>Management of competing priorities and deadlines including ensuring full compliance with legislation, guidelines and organisational policies and procedures relevant to Fire & Emergency Services</p> <p>Developing and maintaining productive relationships with a wide range of stakeholders including colleagues in the Southern Regional Waste Management Office, Environment, Planning and Human Resources Department, Finance Department, Corporate Services and</p>

Principal Services	Objective	Performance Standard
		<p>external agencies, suppliers and public representatives</p> <p>Identifying and delivering improvements in service delivery with appropriate use of performance indicators</p> <p>Arrange recoupments from Department of Expenditure (DOE) of salary expenditure of LCCC instructors on fire courses around the Country</p> <p>Monthly budget report monitoring for all job codes within the Fire Service</p> <p>Processing Low Value Purchase card transactions</p> <p>Monitoring of Building Energy Rating (BER) ratings and statistics on all real estate websites</p> <p>Processing the tax discs for the fleet</p> <p>Processing requisitions, procurement and maintaining relevant documents for auditing purpose.</p> <p>Scanning of all daily appliance checklists for the fleet & boats</p> <p>Uploading & filing of all vehicle repair reports, pre-Commercial Vehicle Roadworthiness Test (pre cvrt) reports, annual, quarterly inspection reports and partial test reports</p>
Housing Assistance Payment (HAP) Financial Transactional Shared Services for the Local Government Sector	<p>Housing Assistance Payment Financial Transactional Shared Services for the Local Government Sector</p> <p>Debt Management Manage accounts efficiently maintaining a proactive approach</p>	<p>Weekly Tenancy Processing</p> <p>Weekly Tenant Rent Run</p> <p>Monthly Landlord Payment</p> <p>Estimated to be less than 52,000 active HAP tenancies in 2025</p>

Principal Services	Objective	Performance Standard
	to debt collection in-line with Ministerial guidelines	Maintain collection rate at current level (>95%)
<p>Southern Region Waste Management</p> <p>Implement National Waste Management Plan for a Circular Economy 2024-2030</p>	<p>Implement 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</p> <p>Develop and roll out National & Regional Awareness Campaigns and Projects in conjunction with the other Regions and Department of Environment, Climate and Communications (DECC) for Household, Commercial and Construction Sector</p> <p>Roll out the roadmap for Historic Landfills & Landfill Aftercare</p>	<p>Updates at quarterly meetings for Pillar 1 committee</p> <p>Local Authority Waste Programme Co-ordinating Group (LAWPC) Group</p> <p>City & County Management Association – Environment Climate & Circular Economy Committee (CCMA) ECCE Committee</p> <p>Regional Steering Committee & Operations Team</p> <p>Publication of Quarterly Reports showing national deficits</p> <p>Ensure programme runs on time, achieves value for money and stays within DECC & Regional budget.</p> <p>Updates at quarterly National Landfill Remediation Steering Committee</p>
Mayoral Programme	Mayoral Programme objectives assigned to the Environment, Climate Action and Shared Services Directorate	<ul style="list-style-type: none"> - Ensure Mayoral Programme objectives assigned to the Department are identified and tracked through the Co-Plan App. - Provide monthly reporting on Mayoral Programme progress and delivery outcomes through Co-Plan - Where funding is provided under the Mayoral Fund, ensure prioritised

Principal Services	Objective	Performance Standard
		<p>projects are commenced in line with the Delivery Plan.</p> <ul style="list-style-type: none"> - Delivery of objectives is subject to the availability of sufficient budget and resources.

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Finance, Economic Development, Digital and ICT Services Directorate

The role of the Finance, Economic Development Digital and ICT Services Directorate is to oversee and manage the financial, economic and technological aspects of the organisation and to ensure that the financial, economic and digital strategies align to drive growth, improve services and contribute to sustainable development.

The Finance, Economic Development Digital and ICT Services 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. It is comprised of the following departments

- Finance,
- Trade and Investment
- Regional Enterprise Plan
- The Local Enterprise Office (LEO)
- Innovate Limerick
- ICT Services Department
- Digital Services
- Corporate Buildings & Estates
- NMAC/MRCC (National Mobilisation and Communication System/Munster Regional Control Centre).

The Finance, Economic Development Digital and ICT Services 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.

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

The Directorate engages with local, regional, national, and international partners, to promote Limerick as a prime investment destination through the interconnected business units of

Trade and Investment, the Local Enterprise Office (LEO), Innovate Limerick and Regional Enterprise Plan.

The Regional Enterprise Plan for Limerick is part of a broader initiative from the Irish government aimed at driving economic growth, enhancing regional development, and fostering job creation in various parts of Ireland. The plan focuses on boosting Limerick's economy by leveraging the city's strengths in industries such as technology, manufacturing, research, and education, among others.

The goals of this plan include:

1. Support for Start-ups and SMEs: Encouraging the development of small and medium enterprises (SMEs), particularly in the tech and innovation sectors.
2. Skills and Education Development: Enhancing educational pathways and partnerships with universities and local businesses to ensure that the workforce is well-prepared for emerging industries.
3. Infrastructure Improvements: Strengthening regional infrastructure, both physical (e.g., transport and utilities) and digital (e.g., broadband expansion).
4. Attracting Investment: Creating a more attractive environment for both local and international companies to invest and create jobs in the region.

Local stakeholders including Enterprise Ireland, the Local Enterprise Office (LEO), and other regional authorities, collaborate to implement this plan.

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.

Digital Services involves the development, implementation and management of digital technologies to improve the service delivery, efficiency and accessibility. It includes overseeing the digital transformation of services, maintaining IT Infrastructure, implementing cybersecurity measures, and ensuring data governance and innovation in digital services.

Corporate Buildings & Estates are responsible for both:

- 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 City Centre 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 day to day activity and maintenance of the Corporate Buildings portfolio.

National Mobilisation and Communication, along with the Munster Regional Control Centre, are key components in emergency management and coordination. The functions are as follows:

1. National Mobilisation and Communication:

- **National Mobilisation** refers to the coordinated response of national resources and agencies to emergencies or disasters. This could involve the deployment of military, emergency services, medical teams, and other critical resources across the country.
- **Communication** is crucial in national mobilisation. A robust communication infrastructure allows for real-time information sharing between national agencies, regional centres, and local units. This ensures that resources are allocated efficiently, and response teams are deployed effectively. National communication systems may include satellite phones, emergency broadcast systems, secure networks, and more.

2. Munster Regional Control Centre:

- A **Regional Control Centre (RCC)** serves as a hub for managing regional emergencies and coordinating the response efforts at a regional level. In the case of the Munster region, this centre would be responsible for overseeing emergency operations, directing resources, and ensuring coordination among local agencies within Munster.
- The Munster RCC would typically be in charge of disaster response within Munster's counties and work closely with local emergency services, regional governments, and national bodies to ensure an effective response.

Together, national mobilisation and regional control centres work in tandem to ensure that emergencies are managed effectively, from resource allocation to the smooth flow of communication, enabling a coordinated and swift response.

National Oversight and Audit Commission (NOAC) Indicators for Finance, Economic Development, Digital and ICT Services Directorate.

Relevant NOAC Indicators	
M1	Revenue Account Balance
M1	5 Year Summary of Revenue Account Balance
M2 (A)	5 Year Summary of Collection of Commercial Rates
M2 (B)	5 Year Summary of Collection of Rent & Annuities
M2 (C)	5 Year Summary of Collection of Housing Loans
M4	Overheads
C3	LA Website & Social
C4	Overall Cost of ICT Provision per WTE
C5	Overall Cost of ICT as a proportion of revenue expenditure
J1	No. of Jobs Created
J2	Trading online vouchers
J3	Mentoring Participation
J5	Economic Development Expenditure

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 2025 to fund these services:-

Principal /Budget Service	Service Description	Total €
A01	Maintenance/Improvement of LA Housing Units	€206,112
A04	Housing Community Development Support	€130,000
A06	Support to Housing Capital Programme	€505,260
A08	Housing Loans	€1,077,057
A11	Agency & Recoupable Services	€4,000
B05	Public Lighting	€853,460
B06	Traffic Management Improvement	€55,000
C01	Water Supply	€45,000
C02	Waste Water Treatment	€30,000
D02	Development Management	€10,075
D09	Economic Development and Promotion	€6,540,006
D10	Property Management	€426,032
E01	Landfill Operation and Aftercare	€142,932
E10	Safety of Structures and Places	€110,348
E14	Agency & Recoupable Services	€5,079,308
F01	Leisure Facilities Operations	€50,000
F04	Community Sport and Recreational Development	€118,906
F05	Operation of Arts Programme	€30,000

Principal /Budget Service	Service Description	Total €
H01	Profit/Loss Machinery Account	€150,000
H02	Profit/Loss Stores Account	€31,226
H03	Administration of Rates	€4,792,677
H09	Local Representation/Civic Leadership	€1,626,420
H10	Motor Taxation	€739,698
H11	Agency & Recoupable Services	€249,140
J01	Corporate Building Costs	€5,468,466
J02	General Corporate Services	€560,745
J03	Information & Communication Technology	€4,538,159
J04	Print/Post Room Services	€87,404
J06	Finance Function	€1,785,102
J08	Area Offices	€126,185
Total		€35,568,717

Principal Service Objectives -

The table below sets out the service delivery objectives for the principal services that will be delivered during 2025:-

Principal Services	Objective	Performance Standard
Value for Money	Delivering value for money throughout the organisation including capital budgeting, revenue budgeting and Loan Management.	Identify Key Performance Indicators (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, Non Principle Private Residence (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.
5 Year Capital Programme	Production of 5 Year Capital Programme	Completion of 5 Year Capital Budget.

Principal Services	Objective	Performance Standard
Mayoral Programme	Mayoral Programme objectives assigned to Finance, Economical Development, Digital and ICT Services	<ul style="list-style-type: none"> - Ensure Mayoral Programme objectives assigned to the Department are identified and tracked through the Co-Plan App. - Provide monthly reporting on Mayoral Programme progress and delivery outcomes through Co-Plan - Where funding is provided under the Mayoral Fund, ensure prioritised projects are commenced in line with the Delivery Plan. - Delivery of objectives is subject to the availability of sufficient budget and resources.
Trade & Investment	<p>Consolidate business investment in Limerick to create employment opportunities for the citizens of Limerick.</p> <p>Continue to work with Industrial Development Agency (IDA) and Enterprise Ireland (EI) and Local Enterprise Office (LEO) to provide concierge services to their clients</p> <p>Keeping and growing our talent</p> <p>SME and Indigenous Focus to drive growth in the SME sector</p>	<p>Growth in the job announcements from year to year.</p> <p>‘Welcome to Limerick Office’ concept development</p> <p>Number of jobs created and introductions made</p> <p>Enhanced opportunities through collaboration with Mid West Regional Skills Forum and education institutions</p> <p>Enhanced and expanded Small and Medium Enterprises (SME) sector</p> <p>Host and conduct international visits promoting Limerick as an investment location.</p>

Principal Services	Objective	Performance Standard
	<p>Enhance the marketing of Limerick both domestically and internationally</p> <p>City and Town Centre Retail Development</p> <p>City Centre Night Time Economy enhancement / diversification</p> <p>European Union (EU) Programmes</p>	<p>Enhanced Promotion of Limerick City Centre and county towns as a retail opportunity.</p> <p>Reduced vacancy, improved shopfronts.</p> <p>Expanded Limerick Gift Card</p> <p>Published Night Time Economy (NTE) Action Plan and progress recommendations</p> <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>
Mayor Programme	Mayor Programme objectives assigned to Trade and Investment Department	Ensure Mayor Programme objectives are noted in Mayor Programme App with date for commencement/completion and correct "status" updated
Mid-West Regional Enterprise Plan	<p>Carry out review and update of Mid-West Regional Enterprise Plan</p> <p>Commence further new enterprise projects, and secure funding for new and ongoing projects under upcoming Regional</p>	<p>A key element in the Programme for Government is a commitment to achieving more balanced regional enterprise development.</p> <p>Regional and local actors working collaboratively are developing new enterprise development opportunities in the region.</p>

Principal Services	Objective	Performance Standard
	Enterprise Development Fund (REDF) funding calls.	<p>Engage formally on a biannual basis with the Regional Steering Committee comprising representatives the Local Authorities, LEOs, Enterprise Ireland, IDA Ireland, Regional Skills Forum, Higher and Further Education Institutes, Education and Training Boards, private sector and others to ensure that the actions in the plan are implemented.</p> <p>Monitor and support other regional enterprise projects being led by regional stakeholders.</p> <p>Support continued growth of regional industry clusters in sectors such as advanced manufacturing, SportsTech, social enterprise, aviation, etc.</p>
Digital Services	<p>To ensure that Limerick's digital assets offer secure and convenient means to access Council services and information, while driving a comprehensive digital transformation that enhances operational efficiency and service delivery.</p> <p>Coordinate the rollout of digital infrastructure and Internet of Things (IoT) devices to enhance service delivery. Develop an asset register and governance processes to ensure data compliance and ethical use.</p> <p>Maintain and enhance the stability and performance of Limerick's digital assets, ensuring secure and efficient access to Council services.</p>	<p>Ensure 99.9% uptime for Limerick.ie and MyLimerick.</p> <p>Conduct quarterly security audits and ensure compliance with General Data Protection Regulation (GDPR) and other relevant regulations.</p> <p>Complete 100% of planned digital infrastructure and IoT device rollouts within the year.</p> <p>Implement and maintain a comprehensive data governance framework</p> <p>Ensure all applications in the portfolio are up-to-date and meet the evolving needs of stakeholders.</p>

Principal Services	Objective	Performance Standard
	<p>Proactively manage and support the application portfolio to meet stakeholders' evolving needs.</p> <p>Begin the process of creating Limerick's new Digital Strategy following the publication of the Local Government Management Agency's Digital Strategy. Align this strategy with the principles of the LGMA Digital & Information and Communications Technology (ICT) Strategy - Digital Local Government Working for Everyone, focusing on digital services, digital communities, digital workforce, and digital systems.</p> <p>Enhance data and dashboard infrastructure to ensure safe, secure, and responsible data availability for stakeholders. Implement robust data governance, conduct pilot projects, establish Generative AI guidelines, and build dashboards for internal and external use.</p>	<p>Implement digital solutions that meet the council's needs and enhance service delivery.</p> <p>Ensure regular engagement with stakeholders and collaborate with the Business Improvement Department to gather feedback and improve digital services.</p> <p>Maintain a cycle of continuous improvement for all digital services to adapt to evolving requirements.</p> <p>Ensure that data is accurate, complete, and reliable through regular data quality assessments and validation processes.</p> <p>Implement and maintain robust data governance processes and policies.</p> <p>Establish and publish guidelines for the safe and ethical use of Generative Artificial Intelligence (AI)</p> <p>Develop and deploy dashboards as needed for internal use, ensuring they meet the specific needs of stakeholders.</p> <p>Explore and implement secure methods for delivering data to external users, ensuring data integrity and security.</p>

Principal Services	Objective	Performance Standard
	<p>Ensure that Limerick has high quality broadband and mobile service delivery by preparing for and meeting our obligations under the Gigabit Infrastructure Act. Work towards an operating model that promotes digital inclusion by providing accessible digital services and support for all citizens, ensuring no one is left behind in the digital transformation journey.</p> <p>Ensure the operational stability and high uptime of the existing public realm CCTV network. Collaborate with the Environment Litter Services Department to deploy new waste enforcement CCTV in agreed locations, aiming to enhance monitoring and enforcement capabilities.</p>	<p>Ensure the Council prepares for compliance with the Gigabit Infrastructure Act</p> <p>Facilitate outreach programs to promote digital inclusion and support for all citizens, collaborating with Town Centre First and other Departments where possible.</p> <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>Ensure high uptime for the public realm CCTV network to guarantee continuous monitoring and security.</p> <p>Successfully deploy new waste enforcement CCTV in all agreed locations within the year, enhancing monitoring and enforcement capabilities.</p> <p>Conduct regular maintenance checks and updates on the CCTV network to prevent downtime and ensure optimal performance.</p> <p>Deploy CCTV systems improvement for more efficient and secure CCTV operations</p> <p>Liaise closely with An Garda Síochána for continued improvement</p>

Principal Services	Objective	Performance Standard
Local Enterprise Office (LEO)	Performance Metric Target	
	Financial Support Packages Approved	50
	Grow Digital Vouchers Approvals	7
	Energy Efficiency Grants Approved 22	22
	Research Development and Innovation (RD&I) Grants (Inc. IP) Approved	1
	Lean for Business Projects Approved	18
	Green for Business Projects Approved	22
	Digital for Business Projects Approved	18
	Start Your Own Business Participants	126
	Management Development Programme Participants	126
	Training Participants	1,008
	Total Training Participants	1,260
	Mentoring Participants	414
	New Exporters	To be confirmed
	Micro Finance Ireland Applications submitted by LEO	15
	Client Transfers to Enterprise Ireland	5

Principal Services	Objective	Performance Standard
Corporate Capital Projects & 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.	<p>Manage multiannual contract to carry out statutory maintenance and repairs to Corporate Buildings.</p> <p>Provide Computer Aided Facility Management (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> <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> <p>The facilities management team manage the Corporate Buildings Portfolio of:</p> <ol style="list-style-type: none"> 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
Service Desk Services	Provide Technical User and Equipment Support in a responsive and professional manner.	<p>Quick initial response as per Service Level Agreement with possible solution or request for further information.</p> <p>Average Time to close ticket <15 hours (90% of tickets).</p>

Principal Services	Objective	Performance Standard
		<p>Knowledge Base Articles created to empower users to resolve own tickets & help future resolutions.</p> <p>Accurate statistics in the monthly report by verifying the Type/Sub-Type of each Wait Order (WO).</p> <p>Conduct quarterly reviews of top recurring issues, take preventative measures where necessary.</p>
Infrastructure Support Services	<p>Monitor and Maintain council IT Infrastructure (Software and Hardware)</p> <p>Proactive approach to preventing council downtime.</p> <p>Upgrade\Replace Infrastructure hardware\software</p> <p>Document Infrastructure systems layout \configure\ procedures</p> <p>Keep users fully informed of issues/work</p> <p>Document/Track and renew Service Level Agreements</p> <p>Backup and Recovery</p>	<p>Limited inconvenience to staff.</p> <p>Zero unscheduled downtime of Council ICT infrastructure.</p> <p>Limited time between updates.</p> <p>Documentation of all Infrastructure systems layout/configure/procedures in place.</p> <p>Backup\Restore option for each server in place.</p>
Communications & Collaboration Services	Migrate Phone System from Primary Rate Access (PRA's) to Session Initiation Protocol (SIP) Voice.	More reliable & efficient system with easy failover between Merchants Quay and Dooradoyle.

Principal Services	Objective	Performance Standard
Cyber Security Services	<p>Manage any Tickets Raised by the Monitored Extended Detection and Response (XDR) system & Implement fixes.</p> <p>Continue review of Incident Response Plan and test.</p> <p>Keep ICT Staff up to date on new vulnerabilities and procedures for protecting the Council from these.</p> <p>Penetration Testing & Mitigate any findings.</p> <p>User awareness Training.</p>	<p>Early awareness and response to cyber-attacks.</p> <p>Incident response team in place.</p> <p>Management Awareness improved, and decision regarding Recovery Time Objective (RTO) agreed.</p> <p>Improved awareness and ability to respond to Cyber issues.</p> <p>Improved awareness of Security Posture.</p> <p>User awareness programme in place.</p>
Data Centre Services	Prepare plan for replacement of Datacentre Q3 2026.	<p>Plan to migrate to new Hardware or Cloud storage in place ready to implement during 2026.</p> <p>More reliable Wi-Fi Network.</p>
Endpoint Services.	<p>Upgrade all Desktops to Windows 11.</p> <p>Upgrade Office 2016 to Office365 E3</p>	<p>Improved Performance.</p> <p>Greater Security compliance.</p> <p>Improved vulnerability management.</p> <p>Improved features, reliability, and enhanced security.</p>
DR\Business Continuity	<p>Test different aspects of Disaster recovery (DR) quarterly.</p> <p>Review documentation and amend process if necessary.</p>	<p>Documentation in place. Successful testing completed.</p> <p>Review process in place.</p>
Innovate Limerick	Continue to develop Limerick's enterprise ecosystem	Encourage and assist businesses to scale and expand through supports and space provided in ENGINE.

Principal Services	Objective	Performance Standard
	<p>Develop the regional network of hubs through the Engine Hubs Network</p> <p>Continue to work with IDA and Enterprise Ireland and LEO to provide space and concierge services to their clients</p> <p>Work to deliver on the objectives outlined in the Mayoral Programme</p>	<p>Increase the number of hubs and the opportunities offered to them through Innovate Limerick</p> <p>Number of jobs created and introductions made</p> <p>Deliver on 2025 objectives set out for Innovate Limerick (subject to funding)</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 (NMACS)	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.

Rural, Culture, Community and Tourism Development

Directorate

The Rural, Culture, Community and Tourism Development Directorate has responsibility of supporting rural, community and cultural and tourism development throughout Limerick. Key to the effective delivery of services, under the management of the Directorate, is engagement with stakeholders and interested parties, to improve the quality of lives for all individuals in Limerick and beyond.

The Rural Development Department, 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 Culture Development Department 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.

The Library Service delivers innovative and resilient services, providing access to reading opportunities, literacy, lifelong learning, wellbeing and cultural engagement. Our Libraries provide access to a wide-ranging collection of books and other materials, together with access to public internet Wi-Fi and print facilities. The Library offers online access to a fantastic range of digital services such as e-books, e-learning, magazines and newspapers, music and movies streaming apps. 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). Its mission statement is 'to collect, preserve and display objects relating to the history and heritage of Limerick City and County.' The Museum has an active collection policy and a vibrant programme of temporary exhibitions.

The Community Development Department 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 Department 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 Tourism Development Department oversees the implementation of the Limerick Tourism Strategy to unlock Limerick City and County's tourism potential and is currently preparing a new Tourism Strategy for Limerick. The Department work with key stakeholders on 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; the Tourism Department plays a crucial role in maximising Limerick's appeal on both a national and international scale.

Discover Limerick Designated Activity Company, also sits within the Directorate, which is a wholly-owned subsidiary of Limerick City and County Council and has been established specifically to operate and develop key tourism attractions in Limerick that will strengthen Limerick as a destination and attract increased visitor numbers. The company is responsible for the operation and development of key tourist attraction, such as King John's Castle, Lough Gur Visitor Centre and Adare Heritage Centre.

The Directorate is also responsible for Property Management Services within the Local Authority, which includes managing acquisition, disposal, leases and licences, in addition to tackling dereliction and vacancy and the operation of the Vacant Property Refurbishment Grant Scheme.

National Oversight and Audit Commission (NOAC) Indicators for Rural, Culture, Community and Tourism Development Directorate.

Relevant NOAC Indicators	
J4	Tourism
Y1	School Council/ Comhairle na nOg involvement
Y2	Social Inclusion: PPN
L1	Library visits and issues
L2	Library Service

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 2025 to fund these services:-

Principal/ Budget Service	Service Description	Total €
A04	Housing Community Development Support	€15,000
A09	Housing Grants	€2,551,538
B04	Local Road - Maintenance and Improvement	€228,660
D05	Tourism Development and Promotion	€1,282,107
D06	Community and Enterprise Function	€1,621,335
D09	Economic Development and Promotion	€1,743,431
D10	Property Management	€1,064,559
D12	Agency & Recoupable Services	€2,600,000
E04	Provision of Waste to Collection Services	€410,000
F01	Leisure Facilities Operation	€40,000
F02	Operation of Library and Archival Service	€4,861,597
F03	Outdoor Leisure Areas Operations	€75,500
F04	Community Sport and Recreational Development	€409,600
F05	Operation of Arts Programme	€3,941,884
F06	Agency & Recoupable Services	€3,310
G05	Educational Support Services	€133,000
J08	Area Offices	€500
Total		20,982,021

Principal Service Objectives -

The table below sets out the service delivery objectives for the principal services that will be delivered during 2025:-

Principal Services	Objective	Performance Standard
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. Progress work with Town Teams in terms of Town Team Development.
Rural Funding Streams Administration	Utilise Grant Schemes to rejuvenate towns, villages and the rural areas throughout Limerick. Projects will be identified to align to the criteria of the funding call.	Amount of funding secured and projects delivered under the various funding streams for: <ul style="list-style-type: none"> - Rural Regeneration and Development Funding; - Town and Village Renewal; - Outdoor Recreation Infrastructure Scheme; - CLÁR Programme; - THRIVE – EU Funded Programme
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>To become a centre for active research and problem solving in Culture that will have local, national and European Significance</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> <p>Build and strengthen networks of cooperation to develop cultural opportunities through Creative Europe, 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>

	<p>To increase and support the role of Creative Industries in Limerick</p> <p>To place arts and culture at the heart of the economic growth and regeneration of Limerick</p> <p>To foster multiple examples of imagination, innovation and integration in Limerick and to use creative approaches to help citizens and visitors to re-imagine Limerick</p> <p>To engage citizens through involvement in culture</p> <p>Deliver Culture and Creativity Strategy</p> <p>Public Art</p> <p>Have Limerick play host to a cutting-edge art exhibition and related educational activities with artists, not just from the 27 European countries which featured in the European Expo</p>	<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> <p>Number of quality cultural events supported through greater partnerships, lifelong learning opportunities and volunteering initiatives</p> <p>Well-developed cross-community collaborative projects recognising the experience, expertise and diversity of local creative practitioners, communities and other partners.</p> <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> <p>Deliver Public Art Policy</p> <p>Develop and provide further financial support to biannual EVA event to include related educational activities in partnership with Limerick School of Art and Design. Will be explored subject to funding.</p>
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	<p>in 2022, but from all over the world.</p> <p>Have supported the Arts initiative "Inspirations" so that it can include artists and locations from all across Limerick</p> <p>Expand the Hunt Museum in Gardens across the city and into a county town.</p> <p>Have designed and secured planning permission for a new community theatre facility in Moyross and another connected to the King's Island Community Centre or in another suitable location on the island. Provide greater performing arts facilities adjacent to or available to local educational facilities.</p> <p>Work with our existing world-class biennale EVA International and Limerick School of Art and Design to establish a new starting location for a permanent Limerick Museum of Modern Art to complement the Hunt A more permanent future home will be identified and set out in the development plan (2028-2038) with a particular openness to considering new locations in neighbourhoods.</p>	<p>Develop and implement a grant scheme base on the 'Inspirations' initiative, one award for each of the 4 Municipal Districts to be explored by open call. Will be explored subject to funding</p> <p>A feasibility study required to identify suitable spaces and concepts for the Museum in Gardens idea. Will be explored subject to funding</p> <p>A feasibility study for community theatre to be carried out for each location, Moyross and King's Island. Will be explored subject to funding.</p> <p>A feasibility study on this action to be carried out. Will be explored subject to funding.</p>
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Library	To implement policy objectives of the National Public Library Strategy 2023-2027 - <i>The Library is the Place: Information, Recreation, Inspiration</i>	Deliver Right to Read Action Plan 2025
		Deliver Skills for Life Action Plan 2025
		Deliver Healthy Ireland at your Library Action Plan 2025.
	Prepare new Library Development Plan 2026-2030	Completion of Library Development Plan Q4 2025
	To progress plans for the new City Library on the Opera site	Preparation and submission of Stage 3 to the Dept. Provide all necessary information to Limerick 2030 to enable City Library project to go tender
	To progress Adare Library plans as part of upgraded Adare Heritage Centre	Provide all necessary information to Discover Limerick Designated Activity Company (DAC) to support application for funding for Adare Library in upgraded Heritage Centre.
	To progress preliminary plans for Castletroy Library	Agree site location and prepare preliminary plans for new library
	To create and develop online content and to enhance access to online resources	Continue to develop engaging content at Limerick Local Studies website
	To prepare for centenary anniversary of Dromcollogher Fire Tragedy	Work with local community in Dromcollogher on suitable commemorative initiatives.
	National Famine Commemoration	Support the National Famine Commemoration event
	New Mobile Library Vehicle	Work with successful tenderer on design, layout of new mobile library vehicle
		To organise, deliver and promote a programme of targeted events,

	<p>Continue to develop and promote programme of cultural, community and children's events</p> <p>Push to secure funding for the capital development of the Hunt Museum in tandem with the building of the new Library facility in the Opera Centre.</p>	<p>collaborating with and supporting national/local programmes and initiatives delivered across library branch network</p> <p>Provide all necessary information to Limerick 2030 to maximise synergies between the planned new City Library and the Hunt Museum. Will be explored, subject to funding.</p>
Gallery of Art (LCGA)	<p>Continue to provide a programme of high standard exhibitions and events. Continue and develop links with the local, national and international artistic communities and institutions.</p> <p>Publish and prepare implementation plan based on Limerick City Gallery of Art (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 Limerick City and County Council website, Limerick.ie</p> <p>Develop a programme for digitisation, cataloguing the Permanent Collection</p>	<p>Further development of links with local, national and international artistic communities and institutions.</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 Limerick City and County Council 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>Continue to pursue a virtual presence online in addition to “live” in-Gallery experiences</p> <p>Allocate seed funding to acquire further quality art from graduating Limerick School of Art and Design (LSAD) students, local artists or works by other artists from Limerick or with strong Limerick associations.</p>	<p>A dedicated annual funding allocation is requested from Mayoral Fund to allow for art works to be purchased by the Gallery from both the exhibition programme and through their ongoing partnership with TUS/LSAD. Subject to funding.</p>
Museum	<p>Produce and implement a new 5 year strategy for Limerick Museum</p> <p>Enhance website and develop online platforms to ensure that Limerick Museum is accessible online</p> <p>Continue 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>New strategy to be published, implementation plan in place and implementation process commenced</p> <p>Development of a Museum website</p> <p>Continue to develop 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.</p>
Age Friendly	<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>

Limerick Local Community Development Committee (LCDC)	<p>Support the decision-making functions of the LCDC in SICAP, LEADER and other programmes in local community development.</p> <p>Support its strategic role in bringing a more coordinated approach to local community development</p>	<p>LCDC effectively performs its oversight role in SICAP and LEADER and other grants programmes (e.g., Community Enhancement Programme (CEP)).</p> <p>LCDC delivers improved cooperation between agencies and coordination in planning and delivery of community development programmes in local communities.</p>
Social Inclusion and Community Activation Programme (SICAP)	<p>Support the LCDC in oversight and contract management of SICAP</p> <p>Ensure physical and financial targets are met in the delivery of the programme and that most disadvantaged individuals, groups and communities are supported.</p>	<p>SICAP priorities agreed at national and local level are fully implemented.</p> <p>Most disadvantaged groups and communities are effectively reached.</p> <p>KPIs are achieved within all cost parameters set.</p> <p>Additional SICAP Supports to be agreed and delivered.</p>
Local Development Strategy/Rural Development LEADER Programme 2024-2027	Support the LCDC in its oversight and delivery of LEADER 2024-2027 and other community programmes in rural development	<p>Ensure policies and arrangements are in place for delivery of LEADER for Limerick in partnership with West Limerick Resources.</p> <p>Administer and manage Expressions of Interest, Application and claim drawdowns of LEADER 2024-2027.</p> <p>Complete European Union (EU) Article 48 Audit Checks and Local Action Group (LAG) Management role.</p>
Other Community Grant programmes	Work with partners and local communities to generate projects/prepare applications for Department of Rural and Community Development (DRCD) and other Departmental community grant programmes (e.g., Community Recognition Fund)	<p>Number of projects submitted.</p> <p>No. Projects and funding approved.</p> <p>Funding drawdown.</p> <p>Projects completed.</p>

Community Facilities	<p>Develop a strategy, based on the existing audit of facilities to ensure a more strategic approach on the provision of community facilities.</p> <p>Advance the development of Community centres in areas of need already identified. e.g Garryowen, Raheen/Dooradoyle etc.</p>	<p>Appoint a consultant to prepare a strategy. Present draft report to LCDC/SPC</p> <p>Complete Site options analysis. Provide funding to assist in pre-development works such as planning to ensure proposed projects are shovel ready should a national funding scheme be announced</p>
Public Participation Network (PPN)	<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>
Local Economic and Community Plan (LECP)	<p>Adoption of LECP Framework Plan 2023-2028 by Council after input from LCDC/SPC, Municipal Districts (MDs)/Municipal Areas (MA) and Regional Authority (RA) (LCDC and Economic SPC)</p> <p>Implementation Plan for LECP</p>	<p>Support LECP Advisory Group in the tracking and monitoring of key actions as per statutory deadlines and requirements.</p> <p>Continue to develop the Implementation Plan based on input from other Council Services and in collaboration with key partner agencies.</p>
Supports for, and engagement of young people	<p>Support School Meals programmes in disadvantaged areas.</p> <p>Engage young people in consultation processes</p> <p>Mayoral Youth Forum</p>	<p>Explore options to provide additional supports having regard to existing provisions.</p> <p>Continue to support Comhairle na nÓg and link this current structure to the proposed Mayoral Youth Forum</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>
Community Safety Partnership	<p>Establish a participative forum to replace the Joint Policing Committee.</p> <p>Enhance the existing Text Alert Service and where required establish new text alerts areas</p> <p>Put in place a Community Warden Team and support structure</p>	<p>Establishment of a fully functioning committee, with appropriate cross-sectoral representation.</p> <p>Independent Chairperson appointed</p> <p>Staff in place</p> <p>Host regular meetings</p> <p>Enhance and extend Text Alert Systems</p> <p>Community Warden Team/structure in place</p>
Integration Supports	<p>Develop and launch a new Migrant Integration Strategy for Limerick</p> <p>Ongoing clinics in Accommodation centres</p> <p>Beneficiaries of Temporary Protection and International Protection (BoTP and IP)</p> <p>Expansion of information pages for Migrants on Limerick.ie</p> <p>Publication of weekly newsletter</p>	<p>Strategy published and launched</p> <p>Record of client engagements</p> <p>More information available online</p> <p>Regular circulation of information to Migrant communities in Limerick</p>

	<p>Support for International Days of Importance (Africa day, Ukrainian Independence Day etc.)</p> <p>Provide support to Limerick Migrant Forum</p> <p>Provide accommodation through Ukrainian Accommodation Scheme</p> <p>Work with external agencies to provide access to a range of supports required by Migrants</p> <p>Migrant Health Project (collaboration with Healthy Limerick and Slaintecare Healthy Communities)</p> <p>Community Get together Scheme</p> <p>Establish supports for recognised ceremonial/celebration days for migrant communities</p>	<p>Successfully hosted events through provision of funding to local community organisations</p> <p>Administrative supports provided</p> <p>BoTPs transferred from state provided accommodation to private accommodation</p> <p>Coordinated suite of services available to members of migrant community</p> <p>Series of successful events held across city and county</p> <p>Series of successful events held across city and county</p> <p>Grant and support structure established</p> <p>Different Migrant groups supported to celebrate their national day</p>
Health and Wellbeing Programmes	<p>Healthy Limerick:</p> <ul style="list-style-type: none"> - We're Breastfeeding Friendly Limerick; - Not Around Us; - Funding of Limerick Food Partnership; - Continue to fund the Social Health and Education project(SHEP); 	<p>Greater numbers of businesses, community groups, organisations and workplaces signed up to the programme.</p> <p>20 new organisations/businesses/ Groups to sign up in 2025</p> <p>Will run throughout 2025, main focus will be on signing up soccer clubs</p> <p>Funding salary costs of coordinator for 2025</p> <p>Multi annual project rolling into 2025</p> <p>8 programmes to run in 2025</p>

	<ul style="list-style-type: none"> - Continue to fund migrant health and wellbeing focused projects; - Lead and co-fund health and wellbeing interventions e.g. period health and education programmes; - Partner on and fund health and wellbeing interventions, e.g. gardening for health programmes, physical activity programmes MoveWell; - Co-fund capital project in Shelbourne Park; - Complete the application for the WHO Healthy Cities and Counties Programme 	<p>Multi Annual Project rolling in 2025</p> <p>A number of new initiatives</p> <p>Multi -Annual project, rolling over to 2025</p> <p>A number of new initiatives to run in 2025</p> <p>Multi annual project rolling into 2025</p> <p>Project to be completed in 2025</p> <p>Application to be completed Q2 2025 - Membership of the World Health Organisation (WHO) Healthy Cities and Counties Programme</p>
Health and Wellbeing	<p>Sláintecare Healthy Communities</p> <ul style="list-style-type: none"> - MoveWell Programme; - Venture Out Programme; - Healthy Relationships; 	<p>Carried over from 2024, to be completed Q1, 2025</p> <p>In process, to be complete Q2, 2025</p> <p>In process, to be complete Q4, 2025;</p> <p>In process, to be complete Q1, 2025</p>

	<ul style="list-style-type: none"> - Limerick Growing Communities; - St. John the Baptist Boys School Gardening Geodome Project; - Midwest Simon Community Kitchen; - ADAPT Wellbeing Cabin; - Period Equity Programme - Kings Island Greenspace and outdoor project 	<p>In process, to be complete Q3, 2025</p> <p>In process, to be complete Q3, 2025</p> <p>In process, to be complete Q2, 2025</p> <p>In process, to be complete Q4, 2025</p> <p>In process, to be completed Q1, 2025</p>
Festivals and Events	<p>Deliver Civic Festivals St Patricks Festival International Band Parade Riverfest Halloween / Samhain Christmas in Limerick</p> <p>Festival and Events Administration</p> <p>Great Limerick Run Shannon Conference Bureau Limerick Regional Festivals Scheme</p> <p>To build and grown Festivals and Events offering in Limerick</p> <p>To develop a food festival for Limerick City and County Council Implement sustainable festivals measures</p> <p>Branding and Promotion</p> <p>Provide financial support towards a calendar of festivals and events for Limerick,</p>	<p>Civic Festivals to be delivered</p> <p>Administration / MOU's / Payments</p> <p>A range of festivals and events planned and successfully implemented.</p> <p>Prepare a Festivals and Events Implementation Plan</p> <p>Festival Proposal and initial festival delivered Incorporate in festival execution plans</p> <p>Ensure city and county en-fete and Limerick City and County Council are credited Events supported throughout 2025.</p>

	bringing visitors, bed nights and activities to Limerick	
Tourism	<p>To complete a new Tourism Strategy for 2025-2030</p> <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 Rural Regeneration and Development Fund (RRDF) Projects</p> <p>Tourism Product Development</p>	<p>New Tourism Strategy Completed</p> <p>Commence actions in the Limerick Tourism Development Strategy 2025 – 2030 in partnership with Failte Ireland, Tourism Ireland, Waterways Ireland, Ballyhoura Development Company, Munster Vales, and West Limerick Resources and actively engage with stakeholders across all sectors.</p> <p>Implement the actions set out in the Limerick Greenway Biodiversity Plan</p> <p>Work with climate action team and stakeholders externally to support the development of climate action projects in tourism.</p> <p>Consider sustainable and restorative initiatives in tourism.</p> <p>Complete tender and commence works on Newcastle West Carpark</p> <p>Progress design of Newcastle West Trailhead Hub</p> <p>Progress design works at Ardagh Stationhouse Hub</p> <p>Complete tender for Barnagh Stationhouse and commence site works</p> <p>Progress design and tender for Fuller’s Folly Project at Newcastlewest</p> <p>Progress design of Abbeyfeale Trailhead Hub</p> <p>Complete feasibility studies for various projects that will grow the Tourism offering for Limerick.</p> <p>Progress Tourism Projects at Lough Gur</p>

	<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>Ensure a variety of tourism projects are developed and ready for submission when external funding opportunities arise.</p>	<p>Work with Marketing and Communications on the implementation of various Tourism initiatives and attractions,</p> <p>Administration and promotion of Limerick Greenway and Discover Limerick Pass.</p> <p>Engage with Tourism businesses and support their attendance at trade shows, and online promotion platforms.</p> <p>Secure tenant to occupy Rathkeale Hub</p> <p>Continue to work with Failte Ireland on specific initiatives developing Limerick as a place to visit, including Limerick Wild Atlantic Way (WAW) Gateway city, Hidden Heartlands and region on the Wild Atlantic Way, River Shannon Tourism Masterplan, Shannon Estuary Way.</p> <p>Work with Irelands Hidden Heartlands (IHH) and Ballyhoura Development to deliver Ballyhoura Country Destination Experience Development Plan</p> <p>Work with colleagues internally on the continued development of Nicholas Street and Kings Island Tourism initiatives.</p> <p>Attend Board Meetings Munster Vales, Ballyhoura Failte, Foynes Flying Boat Museum.</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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Discover Limerick Designated Activity Company (DAC)	<p>Enhancing Visitor Experience- all sites</p> <p>Enhancing Visitor Experience - Developing Lough Gur</p> <p>Planning Investment -Site Development - King Johns Castle</p> <p>Planning Investment -Site Development -Adare Heritage Centre</p> <p>Planning Investment -Site Development -Lough Gur</p>	<ul style="list-style-type: none"> - Upgrade of all websites - Review language assets at all sites. - Interact regularly with LCCC Marketing, Communications and Tourism Department to leverage any opportunities for promotion and marketing of the sites. - Invest in set up of EU projects for Discover Limerick starting with Lough Gur. (TBC, subject to funding) - Review of the overall offerings onsite as part of the Lough Gur Steering Group including product development for Lough Gur to create an action plan. - Continue work on masterplan. - Continue work on site upgrades. - Complete detailed design - Complete construction tender - Manage contract compliance and commencement and work onsite. (TBC, subject to funding) - Continue work on walkway project to Grange Stone Circle. - Continue work on Bird hide project. - Continue participation in Enhanced visitor experience working group
Derelict Sites Administration	To compile derelict sites register and to process the charging of levies as per the Derelict sites Act 1990.	Maintain a register of derelict sites. Number of cases closed due to engagement.

	<p>The purpose of the register is to address properties which detract from the amenity, character or appearance of land in a neighbourhood</p> <p>Drive on the assault on dereliction in our villages, towns and even our city centre and consider the establishment of a fund to finance the acquisition of derelict homes and their refurbishment where the private sector is unwilling or unable to complete desirable projects. Works to LCCC owned City Centre properties need to be addressed, Mary Street Garda Station, O'Connell Street Roof works and 36 Cecil Street stabilisation and address further deterioration.</p>	<p>Number of properties entered into the Derelict Site Register Number of notices issued</p> <p>Pending financial and staff resource assignment, consultants to be appointed to cost, tender and appoint contractor to complete on site works.</p> <p>Discussions with other directorates / management team to take place to identify future use of properties.</p>
Vacant Sites Administration	<p>Process the Vacant Sites Levy for all vacant development sites in the Limerick City and County</p> <p>Interact with owners to take properties out of Vacancy</p> <p>Identify possible new sites to be added to Register</p>	<p>Maintain a register of vacant sites.</p> <p>Sites removed from the register due to activation.</p> <p>Audit to be carried out in conjunction with Planning Department to identify new sites that are currently not under the radar.</p>
Vacant Homes Administration	<p>The Vacant Homes officer addresses the vacancy of properties in the local authority's area for the purpose of increasing occupancy of existing homes (Private and Social)</p> <p>Vacant Property Refurbishment Grant Scheme – this is to be managed and grants issued in 2025 as applications are received</p>	<p>Map accurate picture of vacancy</p> <p>Reactivation of Vacant Homes</p> <p>Number of Grant applications applied for / and also approved Number of Grant applications being paid out against</p>

Rural Limerick Housing Development Fund (RLHD)	Administration of the funding granted to address Dereliction in Limerick towns – close out of project required in 2025	All properties currently on site to be dealt with via sale on the open market or transfer to housing for sale under the new Tenant Purchase Scheme.
Property Services - Acquisition and Disposals	<p>Ensure compliance with legislation and Standard Operating Procedures for property acquisitions, disposals, licences and leases</p> <p>Major transactions, Complete disposals to:</p> <ul style="list-style-type: none"> *Mungret lands to Cluid and Land Development Agency (LDA) *Rosbrien lands to Health Service Executive (HSE) *Rosbrien lands to Munster Rugby *3 parcels to Whitebox Cluid <p>Liaise with Land Development agency re Colbert Development</p> <p>Purchase of houses as required under the Council's Social Housing Purchase priorities for 2022, 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>To be completed</p> <p>Ongoing</p> <p>Number of Purchases completed</p> <p>Number of Disposals completed as requested – split by S183 approved, completed and total in progress.</p> <p>Income collected as per Budget 2025 and maximised where possible</p>
Property - Digitalisation	Progress implementation of new Property Interest Register – ongoing review to ensure all property recorded on the	Progress implementation of new Property Interest Register – number of properties added to PIR

Regeneration Sports and Recreation Directorate

The overall objective 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 objective is supported through the implementation of Limerick Regeneration Framework Implementation Plan.

Key outcomes include:

- The development of physical infrastructure housing, transport, public realm and community facilities.
- working with the state agencies and the community to reduce the number of unemployment blackspots in the City
- supporting initiatives to increase educational attainment and achievement particularly in secondary schools serving areas of significant disadvantage in the City

The overall objective in terms of Sport and Recreation is to support the sporting activities of our citizens through initiatives to increase participation and the sustainable development 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.

National Oversight and Audit Commission (NOAC) Indicators for Regeneration, Sports and Recreation Directorate.

Relevant NOAC Indicators	
H7	Social Housing Retrofit
E3	Litter Pollution

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 2025 to fund these services:-

Principal/ Budget Service	Service Description	Total €
A06	Support to Housing Capital Programme.	€668,662
E05	Litter Management	€10,000
F01	Leisure Facilities Operations	€664,800
F04	Community Sport and Recreational Development	€205,060
Total		€1,548,522

*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 2025:

Principal Services	Objective	Performance Standard
Physical Regeneration: Capital Projects	Implement directly and support indirectly the delivery of Physical Infrastructural improvements and investment in sports and recreation assets	<p>Site Activation</p> <ul style="list-style-type: none"> • Activation of sites for housing and other uses through demolition, relocation and acquisition <p>New Housing / Energy Upgrades</p> <p>To Complete</p> <ul style="list-style-type: none"> • Limerick Infills 26 units • Lot 4a & 4b Major Refurbs 14 units • Current Minor Refurbs • Churchfields Phase 2 – 26nr units • Energy upgrade works to 47 housing units at Moyross under Thermal Upgrade (TU) Contract No. 121. • Energy upgrade works to 53 housing units at Southill under TU Contract No. 123. • Energy upgrade works to 26 housing units at St. Mary's Park under TU Contract No. 125. • Energy upgrade works to 52 housing units at Southill under TU Contract No. 126. • Energy upgrade works to 25 housing units at St. Mary's Park under TU Contract No. 128/129.

Principal Services	Objective	Performance Standard
		<p>Contractor Appointment / Mobilisation</p> <ul style="list-style-type: none"> • Cosgrave Park Phase 2 22 housing units • Energy upgrade works to 18 housing units at Moyross under TU Contract No. 121A. • Energy Upgrade works to 29 housing units in Southill and Ballinacurra Weston under Contract No. 131A • Energy Upgrade works to 16 housing units in Moyross and St. Mary's Park under Contract No. 131B • Major refurbishment of 13 housing units in St. Mary's Park, Ballinacurra Weston, Southill and Moyross. <p>New Planning Approvals</p> <ul style="list-style-type: none"> • Pineview Gardens – 70 housing units (Phase 1) • Cliona Park Phase 4 – 20 housing units • Barnardos relocation to 15/17/19 St Ita's Street <p>New Capital Appraisals Submitted / Design Team Appointments</p> <ul style="list-style-type: none"> • St Mary's Park Infills 27 housing units • College Avenue Infills 59 housing units • Galvone Arms Site 20 housing units

Principal Services	Objective	Performance Standard
		<ul style="list-style-type: none"> Delmege Park – 250 housing units <p>Number of new infrastructural connections and community initiatives including planned and/or completed schemes</p> <ul style="list-style-type: none"> Part 8 planning approval for <ul style="list-style-type: none"> Kings Island Community Centre, Multi-Use Game Area (MUGA) and associated public realm Advance Stakeholder Consultation to Planning for <ul style="list-style-type: none"> Ballynanty and University links Achieving combined Stage 2, 3 and 4 approval for St. Gabriel's Foundation, Southill Junior School with contractor appointment in place.
Economic and Social Regeneration	Administration of funding to economic and social projects as approved by the Department of Housing, Local Government and Heritage	<p>Number of applications approved under the Economic and Social Intervention Fund 2025</p> <p>Delivery of monitoring report</p>
Social Regeneration	Coordination of social regeneration delivery	<p>Number of community centre manager meetings supported</p> <p>Number of community information clinics held</p>

Principal Services	Objective	Performance Standard
Economic Regeneration	Delivery of Outreach to Employment Programme	<p>Number of Career Fairs held</p> <p>Delivery of Junior Career Fair Site Visit</p> <p>Number of participants benefiting from the Outreach to Employment Programme</p> <p>Delivery of employment services mapping study</p> <p>Number of traineeships in LCCC</p> <p>Number of students supported with Transition Year (TY) placements</p> <p>Number of employers /agencies engaged in the Outreach to Employment Programme</p>
Sport and recreation facilities in local communities	<p>Deliver the Limerick Sports Plan in conjunction with Limerick Sports Partnership</p> <p>Undertake feasibility studies to determine local needs for sporting and recreational infrastructure projects.</p> <p>Planning and development of new and improved Sports Facilities throughout the city and county directly and indirectly in conjunction with Sporting and Community Groups</p>	<p>Plan prepared and adopted</p> <p>Number of new/improved facilities planned and/or developed.</p> <ul style="list-style-type: none"> • Stage 2 approval obtained for Integrated Youth Centre (IYC) Site A, Bawnmore Rd. / Kilmallock Rd. • Stage 3 approval obtained for Integrated Youth Centres (IYC) Site B1, MUGA, Southill Hub • Stage 3 approval obtained for IYC Site C, Our Lady Queen of Peace

Principal Services	Objective	Performance Standard
	Management of recreation and sport facilities.	<ul style="list-style-type: none"> • Completion of Southill Play Space & associated landscape. • Complete refurbishment of Grove Island leisure centre • Complete refurbishment of Askeaton Leisure facility and appoint an operator • Obtain Stage 1 funding approval for Colbert Quarter Sports development • Advance the development of a Newcastle West Sports Campus • Advance additional sports facilities in Mungret Park, Kennedy Park and Hospital under the Sports Capital Programme and local resources.
Limerick Sports Partnership	<p>To provide children and young people with a positive introduction to physical activity which promotes and supports lifelong involvement</p> <p>To build capacity in communities to facilitate sustained increases in physical activity levels thereby enhancing wellbeing and improved quality of life</p> <p>To support equality of opportunity and facilitate people of all ages and abilities to access physical</p>	<p>Number of Programmes and Initiatives in the communities and schools</p> <p>Number of Trained Youth Leaders, coaches and Initiatives</p> <p>Number of Initiatives and programmes supporting disadvantaged communities and marginalised community groups</p>

Principal Services	Objective	Performance Standard
	<p>activity throughout their lifecycle.</p> <p>To develop the combined potential of physical activity providers and key stakeholders to get limerick active together by creating relevant strategies and Plans</p> <p>To deliver all educational components that ensures “best practice” is maintained through community groups, youth organisations and sports clubs.</p> <p>Create and sustain Community Sports Hubs in, Croom, Moyross, Athlunkard and Garryowen working with key partners to promote sport and physical activities.</p> <p>To implement the Action Plan developed to establish Limerick as an “Active City” supported by Sport Ireland and Dormant accounts.</p> <p>Deliver the Promoting Active Cities Throughout</p>	<p>Working in Partnership with relevant stakeholders launch the Local Outdoor Sports Strategy for Limerick</p> <p>Support LCCC create the Local Sports Plan (LSP) as identified by the National Sports Policy and Launch LSP Strategy for 2025-2028</p> <p>Number of courses and qualified coaches and leaders.</p> <p>Impact of Hubs within the community through, initiatives, programmes, and educational opportunities.</p> <p>Explore the possibility of an additional community Sports Hub in County Limerick</p> <p>Launch Active Cities Locally</p> <p>Progress capital development under the capital investment plan for Active Cities.</p> <p>Activate all amenities created under the Active Cities project</p> <p>Deliver specific themes, Governance, Active Schools, Active Workplaces and Active Mobility</p> <p>Support Sport and Physical activity across all communities. Increase Clubs capacity</p>

Principal Services	Objective	Performance Standard
	<p>Europe (PACTE+) EU Project with key partner cities</p> <p>To deliver funding streams through grants that will help, community organisation, sports clubs, youth groups and voluntary groups, return to sport and physical activity.</p> <p>Progress new programmes supported under the Physical Activity for Health and Sport4Empowerment Programmes</p> <p>Explore new and current funding streams to support additional staff and initiatives.</p> <p>Develop and Deliver a Communication plan for Limerick LSP and The National Network of Local Sport Partnerships (LSPs)</p>	<p>New Programmes and partnerships supporting those with chronic health conditions and those from marginalised communities.</p> <p>Complete funding applications and relevant bids.</p> <p>Support Communications Officer and develop initiatives and training courses to achieve the goal</p>
Mayoral Programme	Mayoral Programme objectives assigned to the Regeneration Sports and Recreation Directorate	<ul style="list-style-type: none"> - Ensure Mayoral Programme objectives assigned to the Department are identified and tracked through the Co-Plan App. - Provide monthly reporting on Mayoral Programme progress and delivery outcomes through Co-Plan - Where funding is provided under the Mayoral Fund, ensure prioritised projects are

Principal Services	Objective	Performance Standard
		<p>commenced in line with the Delivery Plan.</p> <ul style="list-style-type: none"> - Delivery of objectives is subject to the availability of sufficient budget, resources, staffing and stakeholder support.

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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.

National Oversight and Audit Commission (NOAC) Indicators for Housing Directorate.

Relevant NOAC Indicators	
H1	Social Housing Stock
H2	Housing Vacancies
H3	Average Re-Letting Time and Direct Costs
H4	Housing Maintenance Direct Costs
H5	Private Rented Sector Inspections
H6	Long-term Homeless Adults
H7	Social Housing Retrofit

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 2025 to fund these services:

Principal/ Budget Service	Service Description	Total €
A01	Maintenance/Improvement of LA Housing Units	€14,501,566
A02	Housing Assessment, Allocation and Transfer	€1,146,904
A03	Housing Rent and Tenant Purchase Administration	€1,422,715
A04	Housing Community Development Support	€650,725
A05	Administration of Homeless Service	€14,401,286
A06	Support to Housing Capital Programme	€3,278,910
A07	RAS and Leasing Programme	€26,638,990
A09	Housing Grants	€1,523,752
A11	Agency & Recoupable Services	€2,138,586
A12	HAP Programme	€581,541
D06	Community and Enterprise Function	€7,250
Total		€66,292,225

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 2025:-

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.
		Delivery of annual gas boiler maintenance programme as per statutory requirement and agreed programme of works.
	Communal Buildings	Number of dwellings surveyed.
	Energy Efficiency	Delivery of effective maintenance on LCCC owned Communal Buildings 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 Local Authority (LA) Acquired Properties (Notice to Quits) and completion of subsequent department claim within the six-month timeline from date of acquisition.

Principal Services	Objective	Performance Standard
	Implementation of the Defective Concrete Blocks Grant Scheme for houses effected in County Limerick.	<p>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.</p> <p>Rollout and administer grant scheme for LA affected properties once available.</p>
Social Housing Delivery	<p>Build target of 551 units in 2025.</p> <p>Maximise all social housing delivery under the following streams.</p> <ul style="list-style-type: none"> • Capital Assistance Scheme (CAS) Construction • Social Housing Investment Programme (SHIP) Construction • CAS Construction Turnkey • Capital Advance Leasing Facility (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 Long Term Leasing (LTL)) – funded through 	Deliver targets set by the Department of Housing, Local Government and Heritage

Principal Services	Objective	Performance Standard
	<p>Social Housing Current Expenditure Programme (SHCEP)</p> <ul style="list-style-type: none"> • Repair and Lease • Mortgage to Rent • Part V • Rightsizing Scheme • New Build Incremental Purchase Scheme 	
Affordable Housing Delivery	Local Authority Affordable Purchase and Cost Rental delivery target in 2025 is 61 units	Deliver targets set by the Department of Housing, Local Government and Heritage
Traveller Accommodation	<p>General maintenance of Traveller Specific Accommodation in the Metropolitan area.</p> <p>Implement the programme of capital works as outlined in the Traveller Accommodation Programme 2025 - 2029.</p>	<p>Deliver general maintenance programme within budget and consistent with the Caretaking Contractor Framework.</p> <p>Develop a 2025 capital works programme and progress as per schedule</p>
Administration of Homeless Service	<p>Provide Homeless Services to those reporting as Homeless and those at risk of becoming Homeless.</p> <p>Prepare updated Mid-West Homeless Action Plan in 2025.</p>	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 Allocation & Transfer	Facilitate housing applicants in accessing services in compliance with application criteria.	Continue to access housing applications within the allocated timeframe. Summary of Social Housing Assessments (SSHA)

Principal Services	Objective	Performance Standard
Housing Allocations and Transfer	Allocate and nominate Social Housing Applicants in accordance with Limerick City and County Councils Allocation Scheme 2021	2025 to be completed on relevant housing applicants. Number of Local Authority houses allocated. Number of nominations to Approved Housing Bodies
Housing Welfare Supports	Assess Tenants and Housing Applicants as required through the referral system	Number of Housing Welfare referrals managed on Dynamics 365
Housing Rent & Tenant Purchase Administration	Maximise collection of charges due through regular communication with our tenants and pursue early intervention when payments are missed. Administer the Tenant Incremental Purchase Scheme 2016 in accordance with regulations and guidelines.	Percentage of Housing Rent Collected. 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.
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	Number of inspections carried out.

Principal Services	Objective	Performance Standard
	Housing (Standards for Rented Houses) Regulations 2019.	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 and Heritage targets.
RAS & Leasing Programme	Administer schemes in accordance with regulations and guidelines.	To meet Department of Housing, Local Government and Heritage targets.
Agency and Recoupable Services	Processing of regional homeless payments in a timely manner	All payments processed as appropriate.
Mayoral Programme	Mayoral Programme objectives assigned to the Housing Directorate	<ul style="list-style-type: none"> - Ensure Mayoral Programme objectives assigned to the Department are identified and tracked through the Co-Plan App. - Provide monthly reporting on Mayoral Programme progress and delivery outcomes through Co-Plan - Where funding is provided under the Mayoral Fund, ensure prioritised projects are commenced in line with the Delivery Plan. - Delivery of objectives is subject to the availability of sufficient budget and resources.

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 Special Policy Committee (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.

National Oversight and Audit Commission (NOAC) Indicators for Transport and Mobility Directorate.

Relevant NOAC Indicators	
R1	Pavement Surface Condition Index (PCSI) Ratings - A
R1	Pavement Surface Condition Index (PCSI) Ratings – B - Regional
R1	Pavement Surface Condition Index (PCSI) Ratings – B – Local Primary
R1	Pavement Surface Condition Index (PCSI) Ratings – C – Local Secondary
R1	Pavement Surface Condition Index (PCSI) Ratings – D – Local Tertiary
R2	Regional Road Grants Works
R2	Regional Road Grants Works
R3	Percentage (%) Motor Tax transactions conducted online
R4	Road Opening Licensing and Inspections
E6	Public Lighting

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 2025 to fund these services

Principal / Budget Service	Service Description	Total €
A01	Maintenance/Improvement of LA Housing Units	€498,400
B01	NP Road - Maintenance and Improvement	€1,932,662
B02	NS Road - Maintenance and Improvement	€584,694
B03	Regional Road - Maintenance and Improvement	€11,363,812
B04	Local Road - Maintenance and Improvement	€25,386,711
B05	Public Lighting	€2,668,145
B06	Traffic Management Improvement	€1,070,089
B07	Road Safety Engineering Improvement	€618,161
B08	Road Safety Promotion/Education	€805,967
B09	Car Parking	€1,418,131
B10	Support to Roads Capital Programme	€511,522
B11	Agency & Recoupable Services	€826,912
D05	Tourism Development and Promotion	€83,000
D11	Heritage and Conservation Services	€12,000
E01	Landfill Operation and Aftercare	€1,205
E05	Litter Management	€75,000
E06	Street Cleaning	€4,671,481
F03	Outdoor Leisure Areas Operations	€257,528

Principal / Budget Service	Service Description	Total €
F04	Community Sport and Recreational Development	€82,600
F05	Operation of Arts Programme	€118,355
G01	Land Drainage Costs	€176,879
G02	Operation and Maintenance of Piers and Harbours	€10,000
H01	Profit/Loss Machinery Account	€3,544,705
H02	Profit/Loss Stores Account	€32,849
H06	Weighbridges	€1,000
J01	Corporate Building Costs	€805,167
J02	General Corporate Services	€68,584
J03	Information & Communication Technology	€221,727
J08	Area Offices	€238,216
Total		€58,085,500

Principal Service Objectives -

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 table below sets out the service delivery objectives for the principal services that will be delivered during 2025: -

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.
Provision of new <u>Greenway Infrastructure</u> projects: <ul style="list-style-type: none"> University of Limerick (UL) to Montpelier via Castleconnell Rathkeale to Limerick Ennis - Shannon – Limerick 	Advance new greenway projects in the Mid-West region in accordance with TII and Infrastructure guidelines.	Progress projects in line with individual project programmes and agreed budgets.
Limerick Shannon Metropolitan Area Transport Strategy (LSMATS)	Continued Implementation of Strategy as identified in LSMATS.	Advancement of schemes through Active Travel (design and construction) and Bus Connects (design and feasibility). Advance Limerick City Transport Plan in conjunction with the NTA.

Principal Services	Objective	Performance Standard
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.
Electric Vehicle (EV) Charging Strategy, including Fleet for Limerick	Implementation of EV Infrastructure in Limerick City and County.	Complete infrastructure for pilot schemes. Complete the charging point civil work element of the scheme. Appoint Operator for EV high speed charging infrastructure. Review additional sites for advancement during 2025.
Area Based Traffic Assessment (ABTA) for Newcastle West – Limerick's Tier 1 town	Progress implementation of Newcastle West Transport Plan.	Advance implementation of the plan.
Local Transport Plan for Adare	Progress implementation of Adare Transport Plan.	Prepare schemes for planning consent process during Q1 2025.
Mobility Management Plans and Green Mobility Management Initiative	Advance initiatives during 2025.	Continued implementation and management of mobility plan.
Roads Infrastructure, Maintenance and Improvement	Complete the Annual Restorative Maintenance and Improvement Programmes	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

Principal Services	Objective	Performance Standard
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 City & County in line with new default speed limits and guidelines.	Full City & County review which is to be progressed in line with statutory processes.
Active Travel Projects	Support the delivery of Active Travel schemes in the City & County	To be completed in line with NTA requirements
Response to extreme weather & Flooding events.	Deal with severe weather events and implement emergency response.	Respond in an efficient and timely manner.
Capital Delivery National Transport Authority	<p>Advance key NTA projects noting the following scheduled for construction;</p> <p>Raheen to Quinn's Cross, Mill Road, Father Russell Road, Technological University of the Shannon (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>	<p>-Raheen to Quinn's Cross – Complete Construction Q2 2025</p> <p>- Mill Road Progress Complete Construction Q2 2025</p> <p>- TUS – Commence Construction Q1 2025</p> <p>- Bloodmill Road- Officially open</p> <p>Progression of schemes through planning process</p> <p>Advancement of minor sustainable active travel schemes utilising Towns & Villages Funding.</p>

Principal Services	Objective	Performance Standard
	Advance Safe Routes to School Programme (SRTS).	Advancement selected Limerick schools under programme SRTS.
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. 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>
Capital Delivery National Transport Authority	Advance the delivery of Park and Rides Sites for Limerick City in accordance with locations identified in LSMATS	<p>Advance the following sites to planning permission in 2025:</p> <p>Mackey Park and Park</p> <p>Raheen Park and Ride</p> <p>Coonagh Park and Ride</p> <p>Progress discussions with Irish Rail & NTA for the Ballysimon Park and Ride</p>
Mayoral Programme	Mayoral Programme objectives assigned to Transport and Mobility Directorate	- Ensure Mayoral Programme objectives assigned to the

Principal Services	Objective	Performance Standard
		<p>Department are identified and tracked through the Co-Plan App.</p> <ul style="list-style-type: none"> - Provide monthly reporting on Mayoral Programme progress and delivery outcomes through Co-Plan - Where funding is provided under the Mayoral Fund, ensure prioritised projects are commenced in line with the Delivery Plan. - Delivery of objectives is subject to the availability of sufficient budget and resources.

Planning and Place-Making Directorate

Our Corporate Plan contains a strong commitment to our physical and natural environment. Within the Council, the Planning and Place-Making Directorate leads in the fields of forward planning, public realm, development management, place making and heritage. 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 Economic Development, Enterprise, Tourism and Planning Strategic Policy Committee (SPC).

The Directorate comprises of the following Departments:

- Forward Planning, Public Realm and Heritage
- Development Management
- Place Making
- Catchment Flood Risk and Management (CFRAM)
- Support Directorate for the Limerick Twenty Thirty DAC

Forward Planning, Public Realm and Heritage

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, masterplans and the preparation of the Development Contribution Scheme. Responsibility of co-ordinating the Heritage, conservation, archaeology and public realm functions and participating in the work of the Atlantic Economic Corridor also lies with this section. The team also maps and compiles data in respect of development to inform policy and decision-making at local and national level and are responsible for the publication of the annual Residential Zoned Land Tax maps. Through the Forward Planning unit, the Council inputs into various regional and national spatial and economic strategies.

Development Management

The Development Management Department review applications for new developments or changes to existing structures (e.g.: residential, commercial or industrial developments). This includes assessing the proposed design, use of land, impact on the environment, and compliance with zoning laws. The Department issues planning permissions or refuses proposals based on adherence to local policies and regulations. The Development Contributions team work on securing financial contributions from developers, which fund local infrastructure improvements, such as roads, parks or community facilities.

The Enforcement Team enforces regulation of unauthorised development; and deal with all non-compliance issues in relation to planning permissions.

In addition, Development Management has responsibility for the taking in charge of housing estates, the processing of licences for street furniture, large scale events, hoarding, broadband infrastructure and casual trading. It also regulates the short-term lettings of properties.

Place Making

The Place Making Department is a team of people working with the citizens of Limerick city and towns 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 spaces 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 addressing environmental issues.

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. 2024 saw significant advancements in complex flood projects, marked by significant progress in hydraulic design, hydrology, geotechnical investigations, environmental studies, and proactive public consultations and the commencement of construction on Kings Island Flood Relief Scheme. This comprehensive approach has laid a solid foundation for future stages. By the second quarter of 2025, we anticipate the flood relief schemes (FRS) for Adare, and Athea to advance to Stage 2, planning. Concurrently, the Limerick City and Environs FRS is advancing to complete Stage 1, focusing on options development, during 2025. This progress underscores our commitment to safeguarding these communities through strategic and sustainable flood management initiatives.

A contractor was appointed on the Kings Island Flood Relief Scheme and construction commenced on 11th November 2024 with a project duration of 24 months.

National Oversight and Audit Commission (NOAC) Indicators for Planning and Placemaking Directorate.

Relevant NOAC Indicators	
P1	New Buildings Inspected
P2	Planning Decisions confirmed by ABP
P3	Planning Enforcement Cases Closed as Resolved
P4	Cost per Capita of Planning Service
P5	Applications for Fire Safety Certificates

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 2025 to fund these services:-

Principal/ Budget Service	Service Description	Total €
D01	Forward Planning	€1,385,087
D02	Development Management	€3,942,447
D03	Enforcement	€706,463
D04	Industrial and Commercial Facilities	€20,000
D07	Unfinished Housing Estates	€137,028
D09	Economic Development and Promotion	€1,442,442
D11	Heritage and Conservation Services	€380,347
D12	Agency & Recoupable Services	€43,788
E10	Safety of Structures and Places	€38,707
H07	Operation of Markets and Casual Trading	€80,910
Total		€8,177,218

Principle Service Objectives -

The table below sets out the service delivery objectives for the principal services that will be delivered during 2025:

Principal Services	Objective	Performance Standard
Mayoral Programme	Mayoral Programme objectives assigned to the Planning & Place Making Directorate	<ul style="list-style-type: none"> - Ensure Mayoral Programme objectives assigned to the Department are identified and tracked through the Co-Plan App. - Provide monthly reporting on Mayoral Programme progress and delivery outcomes through Co-Plan - Where funding is provided under the Mayoral Fund, ensure prioritised projects are commenced in line with the Delivery Plan. - Delivery of objectives is subject to the availability of sufficient budget and resources.
Forward Planning	Strategic Planning for resilient and sustainable growth	<ul style="list-style-type: none"> - Make submission on behalf of LCCC on the Review of the National Development Plan (NDP) & Regional, Spatial and Economic Strategy (RSES) when published. - Commence the preparation of background papers for the proposed Limerick Development Plan 2028 - Complete the Economic and Employment Land study and identify future suitable land for Enterprise and Employment zoning - Oversee the completion of the Royal Institute of the Architects of Ireland (RIAI) Moyross Design Review - Prepare a new Development Contribution Scheme

Principal Services	Objective	Performance Standard
		<ul style="list-style-type: none"> - Work will continue on the mapping and public consultation relating to the Residential Zoned Land Tax. - A Framework and Action Plan for the Kings Island / Nicholas Street will be completed. - Participate as a stakeholder in the Proximities EU Project in the Southern Regional Assembly.
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 2025. - In accordance with an objective of the Limerick Development Plan a 'Shop Front Design Guide' will be published. - Following the completion of the Part 8 application process for no. 35 – 39 Nicholas Street for a Design and Innovation Hub to comprise artist studios, workspaces, retail area, exhibition space and café/restaurant with an associated outdoor area an application will be made for funding under THRIVE 2. - Submit a Part 8 application for public realm works on Nicholas Street. - Prepare a Parklet guidance document
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.

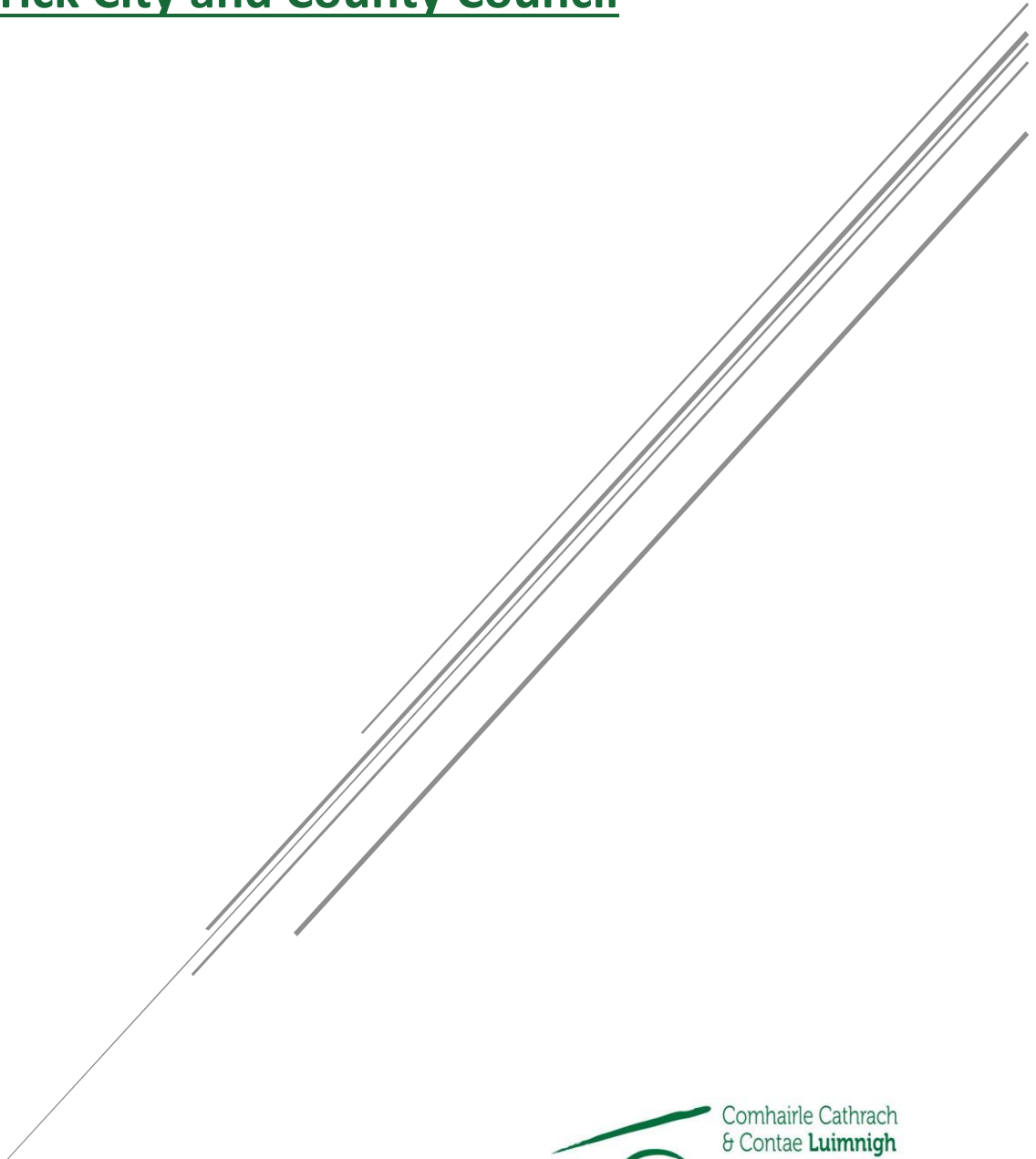
Principal Services	Objective	Performance Standard
		<ul style="list-style-type: none"> - In Kilmallock it is hoped to apply for grant funding to support the phased delivery of the Riverside Park.
Heritage	Protect Limerick's natural and built environment and unique heritage mix.	Continue to implement 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 and advise on conservation issue.
Development Management	Manage and implement Planning statutory functions to ensure that we reach professional 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 and enable the 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>Urban Regeneration and Development Fund (URDF) Demo Houses projects Living Georgian City Programme;</p> <ul style="list-style-type: none"> - 33/34 Thomas Street advance construction - 58 O'Connell Street advance detailed design <p>World Class Waterfront URDF Projects;</p> <p>Advancing schemes;</p> <ul style="list-style-type: none"> - River Shannon Active Travel Bridge design - Sylvester O'Halloran Bridge design - Arthurs Quay Public Realm and road enhancements design

Principal Services	Objective	Performance Standard
		- Arthurs Quay Framework progress
	Laneways	Advance laneways pilot project.
	Market Quarter & Cruises Street Public Realm	Submission of Part 8. Appointment of Consultant and progress Design and Tender through Stage 3.
	Masterplan for Ellen Street car park and surrounding area.	Develop Masterplan for Site and surrounding area.
	Food Hub	Advance acquisition of the required premises. Submit Part 8.
	Local Infrastructure Housing Allocation Fund (LIHAF) Road Stage 3	Ground water monitoring and preliminary design, land acquisition and commencing planning in progress.
	Abbeyfeale Public Realm Scheme	Phase 1 - 440 meters on the N21 Killarney Road and Grove Crescent Car Park upgrade during 2025. Resolve shortfall of funding with Uisce Éireann and other statutory agencies.
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);
	Kings Island Floor Relief Scheme (KIFRS)	Construction in progress. - Advance in Q2 2024 to construction.
	Limerick City & Environs FRS	- Stage 1 – Options Assessment, Scheme Development and Design
	Adare FRS	- Stage 1 – Close out of stage 1 inc. final account - Stage 2 - Planning and Responses to An Bord Pleanala (ABP). Advance Compulsory Purchase Order (CPO)

Principal Services	Objective	Performance Standard
	Athea FRS	<ul style="list-style-type: none"> - Stage 1 – Close out of stage 1 inc. Final account - Stage 2 - Planning and Responses to ABP. Advance CPO
	Castleconnell FRS	<ul style="list-style-type: none"> - Stage 1 – Close out of stage 1 inc. Final account - Stage 2 - Planning and Responses to ABP. Advance CPO - Stage 3 – Commence detailed design
Economic Development, Enterprise, Tourism and Planning Strategic Policy Committee (SPC)	Meeting Administrator for SPC meeting.	<p>Arrange five meetings per year for SPC meeting</p> <p>Working across three Directorates to bring Policies and Strategies to SPC</p>

Annual Service Delivery Plan 2024 Review

Limerick City and County Council



Comhairle Cathrach
& Contae **Luimnigh**

Limerick City
& County Council

Support Services Directorate

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	End of Year Review
Elected Members and Meetings Administration.	To continue to develop and support the democratic role of the Elected Members to allow them perform their duties as elected representatives.	Meetings serviced, Agenda business transacted, follow up actions carried out. Statutory requirements adhered to.	Achieved
	To maintain the office of the Mayor.	Provide administrative support to Mayor of the City and County of Limerick and to the Cathaoirleach of Metropolitan District.	Achieved
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 	Achieved and ongoing
Election Management	To implement the new system of an ongoing Register of Electors and management of the Local Elections in	To regularly publish updated versions of the Register on an ongoing basis as required. To	Achieved Local Election 2025

Principal Services	Objective	Performance Standard	End of Year Review
	accordance with statutory requirements.	transition to online rolling register of electors. Operation and management of Local Elections as required.	General Elections 2025
Corporate and Civic Events	To organise all Civic and Mayoral receptions as requested.	Organise and manage Civic Receptions, Mayoral Receptions and Annual Mayors Ball.	Achieved
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.	Achieved and ongoing
Data Protection	Adhere to statutory requirements in relation to the GDPR and The Data Protection Act, 2018.	Implement measures and monitor data protection compliance across the organisation. Provide ongoing training and guidance. Coordinate the Data Monitoring Committee and their sub committee's i.e., CCTV Oversight Board. Continue to support the implementation of Section 40 of the Data Protection Act relation to elected members' protocol. Ensure Service Level Agreements, DPIAs, Data Processor Agreements and DP policies are in place. Further to the DPC Audit, the Data Protection Unit will	Achieved and ongoing Achieved and ongoing Achieved and ongoing Achieved and ongoing Achieved and ongoing

Principal Services	Objective	Performance Standard	End of Year Review
		<p>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> <p>Coordinate response to SARs.</p>	<p>Achieved and ongoing</p> <p>Achieved and ongoing</p>
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>Achieved and Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Achieved and Ongoing</p> <p>Achieved</p>

Principal Services	Objective	Performance Standard	End of Year Review
		Implement the Revised National Retention Policy for Local Authority Records across digital and paper formats.	Achieved and Ongoing
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.	Achieved & awarded ISO certification
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.	Achieved and Ongoing
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>Achieved & Ongoing</p> <p>Achieved & Ongoing</p> <p>N/A now as it replaced by annual reporting as set out in Circ. 09/2024.</p> <p>Achieved & Ongoing</p> <p>Achieved & Ongoing</p>

Principal Services	Objective	Performance Standard	End of Year Review
		<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>	<p>Achieved & Ongoing</p> <p>Achieved</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> <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>	Ongoing

Principal Services	Objective	Performance Standard	End of Year Review
Value for Money	Delivering value for money throughout the organisation.	Identify KPIs to improve performance.	Ongoing
Annual Budget	Production of Annual Budget	Production of Annual Budget by statutory date.	Complete
Active Debt Management	Maximise Collections in the following areas - Rates, Housing Loans, Traffic, NPPR, Development Levies, Other Miscellaneous Income.	Ongoing - % Collected.	Ongoing – 95% Rates collection expected for 2024
Annual Financial Statement (AFS)	Production of Annual Financial Statement	Completion of Annual Financial Statement by statutory date.	AFS 2023 completed by Departmental Deadline
Treasury Cash Management	Treasury Cash Management including management of cash Inflows and Outflows.	Number of Days the Council is in overdraft.	None
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.	Ongoing
Accounts Payable	Management of Accounts Payable Function	Ensure the Council's suppliers are paid promptly and accurately.	Ongoing
3 Year Capital Programme	Production of 3 Year Capital Programme	Completion of 3 Year Capital Budget.	Complete (now 5 year Capital programme, 3 year previously)

Principal Services	Objective	Performance Standard	End of Year Review
Project Management	Manage the delivery of a project oversight system for major projects.	Oversight of risks, issues, budget allocation and project governance.	Achieved
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.	Partially Achieved and Ongoing
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.	Achieved and Ongoing
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.	Achieved and Ongoing
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.	Ongoing
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.	Achieved and Ongoing

Principal Services	Objective	Performance Standard	End of Year Review
Staff Welfare	Provide a supportive environment to staff members to facilitate staff welfare and access to supports.	<p>Implementation of a monitored, consistently applied programme of sick leave management.</p> <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>	Achieved and Ongoing
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>	Achieved and Ongoing
Payroll and Pensions	In conjunction with MyPay Shared Services, ensure payroll and pensions are paid	In conjunction with MyPay Shared Services, payroll and pensions are paid in	Achieved and Ongoing

Principal Services	Objective	Performance Standard	End of Year Review
	promptly and accurately in accordance with relevant legislation and timeframes.	accordance with the relevant legislation and timeframes.	
Industrial Relations	Facilitate the development of an Industrial relations climate that provides a mechanism for management of change, managing performance and resolving issues under dispute in accordance with the relevant dispute resolution mechanisms.	A schedule of regular consistent meetings with Unions in a proactive attempt to identify and resolve issues of change, performance, and staff welfare in a timely manner. An agreed dispute resolution process where agreement is not possible.	Achieved and Ongoing
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>	Achieved and Ongoing
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>	Achieved
National Mobilisations and	Implementation and management, on a National basis, of Fire Service communications	Establishment and development of NMACS Team. Procurement and implementation of the replacement National Fire	Ongoing

Principal Services	Objective	Performance Standard	End of Year Review
Communications System	and mobilisation infrastructure.	Services Mobilisation platform and migration of Fire Services Nationally to the platform, ongoing management of delivery of system to agreed standards.	
Service Desk Services	Provide Technical User and Equipment Support in a responsive and professional manner.	<p>Quick initial response as per Service Level Agreement with possible solution or request for further information.</p> <p>Average Time to close ticket <15 hours (90% of tickets).</p> <p>Knowledge Base Articles created to empower users to resolve own tickets.</p> <p>KB articles created to help future resolutions.</p> <p>Accurate statistics in the monthly report by verifying the Type/Sub-Type of each WO.</p> <p>Conduct quarterly reviews of top recurring issues, take preventative measures where necessary.</p>	Achieved
Infrastructure Support Services	<p>Monitor and Maintain council IT Infrastructure (Software and Hardware</p> <p>Proactive approach to preventing council downtime.</p> <p>Upgrade\Replace Infrastructure hardware\software</p>	<p>Limited inconvenience to staff.</p> <p>Zero unscheduled downtime of Council ICT infrastructure.</p> <p>Limited time between updates.</p>	Achieved

Principal Services	Objective	Performance Standard	End of Year Review
	<p>Document Infrastructure systems layout \configure\ procedures</p> <p>Keep users fully informed of issues/work</p> <p>Document/Track and renew Service Level Agreements</p> <p>Backup and Recovery</p>	<p>Documentation of all Infrastructure systems layout/configure/procedures in place.</p> <p>Backup\Restore option for each server in place.</p>	
Communications & Collaboration Services	<p>Investigate feasibility of switching Phone System from PRA's to SIP Voice.</p> <p>Remove old legacy numbers 061 – 407XXX & 061 – 496XXX.</p>	More reliable & efficient system with easy failover between MQ and DD.	Achieved
	Integrating MS Teams with LITe records management SharePoint Online sites.	Improved collaboration.	Achieved
Cyber Security Services	Manage any Tickets Raised by the Monitored XDR system & Implement fixes.	Early awareness and response to cyber-attacks.	Achieved
	Implement findings of Cyber Security Tabletop Exercise.	<p>Incident response team in place.</p> <p>Management Awareness improved, and decision regarding RTO agreed.</p>	Achieved
	Continue Firewall Consolidation.	Simpler configuration will High Availability between MQ and DD.	Achieved

Principal Services	Objective	Performance Standard	End of Year Review
	Keep ICT Staff up to date on new vulnerabilities and procedures for protecting the Council from these.	Improved awareness and ability to respond to Cyber issues.	Achieved
	Complete Schedule for Patching of Tier 1 Servers.	Patching Schedule in place.	Achieved
	Ensure firmware on all devices is up-to-date. (Servers, Networking, Storage etc.).	Security and Firmware updates at most recent version available.	Achieved
	Cyber Security Audit to Penetration Testing & Mitigate any findings.	Improved awareness of Security Posture.	Achieved
	User awareness Training.	User awareness programme in place.	Achieved
Network Services	Upgrade Wi-Fi Access Points.	Improved AP's in place and operational. More reliable Wi-Fi Network.	Achieved
	Logical Fibre Network, increase capacity of Fibre Network (Hyde Road Project).	Additional Capacity available on the fibre network.	Achieved
Print and Related Services	Procure and implement a new Managed Print Service.	Improved and more cost-effective printing services available.	Achieved
Software and Applications Distribution.	Implement Software Asset Management System.	Improved Licence Management. Single Corporate Solutions. Improved vulnerability management.	Achieved

Principal Services	Objective	Performance Standard	End of Year Review
DR\Business Continuity	<p>Test different aspects of Disaster recovery quarterly.</p> <p>Review documentation and amend process if necessary.</p>	<p>Documentation in place. Successful testing completed.</p> <p>Review process in place.</p>	Achieved
Marketing of Limerick	Implementation and continuation of 'Brand Limerick' initiative.	Extensive campaigns to consolidate Limerick's reputation for being a great place to work, live, invest and visit with a different kind of energy.	Achieved and Ongoing
Communications	Develop the Council's ability to proactively promote itself and communicate effectively with stakeholders.	<p>Create and deliver engaging campaigns to showcase the range of services delivered by the Council.</p> <p>Engage proactively with media to ensure the Limerick narrative is beneficial.</p>	Achieved and Ongoing

National & Regional Shared Services

Directorate

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	End of Year Review
HAP. Housing Assistance Payment Financial Transactional Shared Services for the Local Government Sector	Process 8,800 new HAP applications in a timely manner in accordance with MOU's agreed with local authorities.	Weekly Tenancy Processing	No of Set Ups 2024 8,121
		Weekly Tenant Rent Run	Total Tenant run 2024 €159.1m
		Monthly Landlord Payment	Total Landlord Run 2024 €646.2m
	Maintain all new and existing HAP tenancies	Estimated to be less than 56,0000 active HAP tenancies in 2024	No of Active tenancies 53,742
	Maintain ISO 9001:2015 Standard Certification		Maintained
	Debt Management Manage accounts efficiently maintaining a proactive approach to debt collection in-line with Ministerial guidelines	Maintain collection rate at current level (>95%)	99% collection rate at the end of 2024

Principal Services	Objective	Performance Standard	End of Year Review
Southern Region Waste Management. Publish National Waste Management Plan for a Circular Economy 2024-2030	To make Plan through CE Orders and publish plan in Q1 2024	Publication date	100% Complete Plan published March 1 st 2024
	Prepare annual work programme in accordance with National Waste Management Plan to implement targets and progress priority actions	Report on annual work programme for 2024	100% Complete Work plan agreed.
	Monitor national capacity for Municipal Solid Waste and Construction and Demolition Waste in conjunction with other Regions on	Publication of Quarterly Reports	100% complete 4 quarterly reports published in 2024
	Develop and roll out National & Regional Awareness Campaigns in conjunction with the other Regions and DECC for Household, Commercial and Construction Sector	Ensure programme runs on time, achieves value for money and stays within DECC & Regional budget.	100% Complete and within budget targets
Fire Safety	Enforce fire safety legislation in premises through a programme of inspection, licensing and enforcement	No of Premises inspected in 2024	1260
	Support the legislated fire safety requirements of the Building Control Act,	No of Fire Safety Certificates issued in 2024	233

Principal Services	Objective	Performance Standard	End of Year Review
	through providing an efficient Fire Safety Certification process.		
	Improve fire safety in communities	Participate in Transition Year programme in 2024	1 in Rathkeale Fire Station
	Maintain sufficient operational readiness and capability, to deliver an appropriate response to Fire Service Incidents.	Number of incidents attended in 2024	1229
		Cost of Fire Service per capita in 2024	€89.32
		Time taken to mobilise fire brigades in respect of fire/other emergency incidents in 2024	FIRE NON FIRE 2.17 3.26
		Percentage of cases in respect of fire/other emergency incidents in which first attendance is at the scene within; 0 - 10 minutes 10 – 20 minutes Over 20 minutes	FIRE NON FIRE 63% 46% 26% 39% 11% 15%
		Maintain ISO 9001:2015 Standard Certification in 2024	Achieved
		Maintain ISO 45001 Standard certification in 2024	Achieved
Building Control	Process all Commencement Notices, 7 Day Notices, Disability Access Certificates, Certificates of Compliance on Completion and applications for Relaxation/Dispensation	Number of Commencement Notices Processed in 2024	552
		7 day notices	87
		Number of Disability Access Certificates processed in 2024	151
		Number of Certificates of Compliance on Completion processed in 2024	211

Principal Services	Objective	Performance Standard	End of Year Review
	Risk based programme of Building Control inspections	% of new builds inspected equal to or greater than national target of 12-15% of commencement notices received in 2024 Cost of building control service per capita in 2024	12.9% €33.54
Major Emergency Management	Co-ordinate the emergency planning function for Limerick City and County Council in accordance with the Framework for Major Emergency Management Participate in the regional emergency planning for the Mid West Region	Training programme in place and implemented in 2024 No. of incidents where MEM framework is activated in 2024 No. of Mid-West Regional Steering and Working Group Meetings attended in 2024	Training programme in place and implemented in 2024 None 8 (4 Steering & 4 Working Group)
Civil Defence	Maintain sufficient operational readiness and capability, to deliver an appropriate response to civil emergencies and events	Number of Events attended in 2024	124 events
Water Safety	Promotion of water safety to prevent drowning on the water.	Promotion of water safety to prevent drowning on the water.	12 Press Releases
Water Services Water Services Administration of Group and Private Installations	Administer Private Well Grants on behalf of the Department of Housing, Local Government and Heritage.	Number and value of grants administered.	103 grants administered to the value of €379,961.27.

Principal Services	Objective	Performance Standard	End of Year Review
	Administer Lead Pipes & Fittings Grants on behalf of the Department of Housing, Local Government and Heritage.	Number and value of grants administered.	8 grants administered to the value of €38,851.05.
	Progress the upgrade of Group Water Schemes.	Number of Schemes Upgraded.	3 Schemes were upgraded.
	Takeover of Group Water Schemes.	Number of Schemes will be taken over by Uisce Éireann.	0 Schemes, however, 2 Schemes in progress 3 Schemes funding secured to progress.

Economic Development Enterprise and Tourism Directorate

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	End of Year Review
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.	Achieved
Trade & Investment	Enhance the marketing of Limerick both domestically and internationally	Host and conduct international visits promoting Limerick as an investment location.	Achieved
Trade & Investment	Encourage retail business within the city centre	Host retail investment conference and promote Limerick as a retail opportunity	Achieved
Trade & Investment	Promote diaspora participation in the promotion and development of Limerick	Host diaspora events nationally and internationally	Achieved
Festivals & Events	To build and grown Festivals & Events offering in Limerick	A range of festivals and events planned and successfully implemented.	32 festivals funded and supported in 2024
	To build and grow festivals and events offering in Limerick	Prepare a Festivals & Events Implementation Plan	Team plan prepared for Festivals

Principal Services	Objective	Performance Standard	End of Year Review
		Deliver Civic Festivals	Five Civic Festivals successfully delivered
Tourism	<p>To develop a new Tourism Strategy for 2024-2029</p> <p>Complete review of 2019 – 2023 Tourism Strategy</p> <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>New Tourism Strategy Commenced</p> <p>Review completed and key learnings incorporated into new strategy 2024 - 2029</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>Tourism Strategy Commenced</p> <p>Review Completed</p> <p>Actions from tourism strategies and Destination and Experience Development Plan (DEDP) being implemented ongoing basis</p> <p>Engagement ongoing</p> <p>Measures in Biodiversity Plan implemented in Management Plan for Limerick Greenway Sustainable practices incorporated in design and feasibility</p> <p>Funding secured under Rural</p>

Principal Services	Objective	Performance Standard	End of Year Review
		Consider sustainable and restorative initiatives in tourism.	Regeneration and Development Fund (RRDF) and detailed design completed
		Commence works on Newcastlewest Carpark and Hub	Successful funding application and detailed design commenced
	Delivery of Tourism Capital Projects	Complete redevelopment works at Ardagh Stationhouse Hub, Barnagh Stationhouse, Abbeyfeale Goods Shed, subject to successful RRDF application	Ongoing engagement with Marketing and Communications
	To promote and develop Limerick as a place to visit.	Work with Marketing and Communications on the implementation of various Tourism initiatives and attractions, including Limerick Greenway and Discover Limerick Pass.	Ongoing through 2024
		Engage with Tourism businesses and support their attendance at trade shows, and online promotion platforms.	Feasibility Studies completed
		Complete feasibility studies for various projects that will grow the Tourism offering for Limerick.	Ongoing through 2024

Principal Services	Objective	Performance Standard	End of Year Review
	Work with Tourism Stakeholders	Continue to work with Fáilte 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.	Engagement entered into
		Work with colleagues internally on the continued development of Nicholas Street and Kings Island Tourism initiatives.	Ongoing through 2024
	Engage with Discover Limerick DAC	Continue to support the work of the DAC, collaborating on initiatives and projects being led by the DAC	Ongoing through 2024
	Ensure a variety of tourism projects are developed and ready for submission when external funding opportunities arise.	Working across Directorate to deliver tourism initiatives to capitalise on funding opportunities through RRDF, Leader, Community Enhancement, Town and Village Renewal, Interreg and others.	Projects will progressed subject to funding
	Deliver on Shannon Accessibility Study projects and initiatives	To continue to work with State agencies Fáilte Ireland, Waterways Ireland and others.	Engagement where projects exist

Principal Services	Objective	Performance Standard	End of Year Review
	Prepare for Ryder Cup 2027	<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> <p>Work with partners to plan for the delivery of a successful Ryder Cup 2027. Implement the Ryder Cup Strategic Delivery Plan.</p>	<p>Study completed</p> <p>Achieved and ongoing</p>
Digital Services	To ensure that Limerick's digital assets offer secure and convenient means to access Council services and information.	<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</p>	Achieved

Principal Services	Objective	Performance Standard	End of Year Review
		<p>infrastructure to drive better decision making.</p> <p>Begin the process of creating Limerick's new Digital Strategy following the publication of the Local Government Management Agency's Digital Strategy</p>	
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>	Achieved
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>	Achieved

Principal Services	Objective	Performance Standard	End of Year Review
		Work with mobile network operators and mobile towers operators to address mobile phone coverage gaps	
Digital Services	Operate and maintain public realm CCTV	Operate and maintain the city and county CCTV schemes	Achieved
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>	Achieved

Rural Community and Culture

Development Directorate

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	End of Year Review
Derelict Sites Administration	<p>To compile derelict sites register and to process the charging of levies as per the Derelict sites Act 1990.</p> <p>The purpose of the register is to address properties which detract from the amenity, character or appearance of land in a neighbourhood</p>	<p>Maintain a register of derelict sites.</p> <p>Number of cases closed due to engagement.</p> <p>Number of properties entered into the Derelict Site Register.</p> <p>Number of notices issued.</p>	<p>Site Inspections Completed 1,431</p> <p>Statutory Notices issued under the Derelict Site Act - 544</p> <p>Derelict Sites Cases closed through engagement (includes s.8(4), closed at s(2) stage, closed without Notice served) - 69</p> <p>Properties entered onto the Derelict Site Register – 49</p> <p>Properties proposed for Compulsory Acquisition (Section 15 Notices) – 21</p> <p>Vesting Orders Made for Properties Acquired Compulsorily (Section 17) - 26</p>
Vacant Sites Administration	Process the Vacant Sites Levy for all vacant development sites in the Limerick City and County	Maintain a register of vacant sites.	Sites currently on the Vacant Site Register - 8
Vacant Homes Administration	The Vacant Homes Officer addresses the vacancy of properties in the local authority's area for the purpose of	Map accurate picture of vacancy.	<p>Mapped in 2023</p> <p>Promotion of the Vacant Property</p>

Principal Services	Objective	Performance Standard	End of Year Review
	<p>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>	<p>Refurbishment Grant through mailshot, staff engagement with owners and elected members – promoted Limerick City and County Council (LCCC) schemes e.g. Buy and Renew</p> <p>Application received -227 Applications approved - 161</p> <p>Applications paid out – 60 - value €3,079,335</p> <p>Committed: €14,930,596</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.	<p>*On open market – 1</p> <p>*Sold – 1</p> <p>*Transferred to Housing - 2</p> <p>*Transferred and leased to community – 2</p> <p>*Stop degradation for future housing – 1</p> <p>*Properties on site– 6</p> <p>*At tender stage -2</p> <p>*Pending arbitration 33</p>
Property Services	<p>Ensure compliance with legislation and Standard Operating Procedures for property acquisitions, disposals, licences and leases</p> <p>Purchase of houses as required under the Council's Social Housing Purchase priorities for 2024, e.g. Buy and Renew, Regeneration, Part V</p>	<p>All transactions completed in accordance with relevant standards.</p> <p>Number of Purchase completed.</p>	<p>Procedures followed on all acquisitions / disposals – external Audit completed in 2024 with no issues identified</p> <p>Acquisitions completed in 2024 is 79 Ongoing acquisitions 149</p>

Principal Services	Objective	Performance Standard	End of Year Review
	<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>Progress implementation of new Property Interest Register (PIR)– 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 Disposals completed as requested – split by Section 183 approved, completed and total in progress.</p> <p>Income collected as per Budget 2024.</p> <p>Number of database entries validated.</p> <p>Number of Maps drafted.</p> <p>Number of Title Queries dealt with.</p>	<p>Disposals completed in 2024 68 Disposals ongoing 119</p> <p>Income in line with Budget</p> <p>PIR went Live in Dec 2022. Due to staff resources progress on the PIR database was halted</p> <p>125 maps prepared</p> <p>Dealt with 453 property related ownership queries dealt with up to November 2023.</p> <p>Ongoing - no liaising requested in 2024</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.	No applications received in 2024 despite many offers being made.
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.	<p>Abbeyfeale Town Centre First Plan Complete.</p> <p>Draft Rathkeale Town Centre published.</p> <p>Significant work has continued with the Town Teams in Abbeyfeale and</p>

Principal Services	Objective	Performance Standard	End of Year Review
			<p>Rathkeale, to progress the initiative.</p> <p>Work has commenced to progress the establishment of Town Teams in Newcastle West, Kilmallock and Askeaton utilising funded from the Department of Rural and Community Development.</p>
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 (RRDF); - Town and Village Renewal (TVRS); - Outdoor Recreation Infrastructure Scheme (ORIS); - Clár Programme. 	<p>Successful funding applications secured from the Department of Rural and Community Development.</p> <p>RRDF - €13.9 million (Tourism Department)</p> <p>TVRS – €680,805</p> <p>ORIS – €826,264.95</p> <p>CLÁR – €508,722</p> <p>Projects secured in 2023, continued to be delivered utilising funding from the Department of Rural and Community Development (DRCD), with a number of projects on site.</p>
Limerick Local Community Development Committee (LCDC)	<p>Support the decision-making functions of the LCDC in SICAP, LEADER and other programmes in local community development.</p> <p>Support its strategic role in bringing a more</p>	<p>LCDC effectively performs its oversight role in SICAP and LEADER and other grants programmes (e.g., CEP).</p> <p>LCDC delivers improved cooperation between agencies and coordination</p>	<p>Bid for new Local Development Strategy and LEADER Programme 2024-2027 successful with West Limerick Resources delivering for Limerick with The Council, as Financial Partner.</p> <p>Previous LEADER Programme projects and</p>

Principal Services	Objective	Performance Standard	End of Year Review
	coordinated approach to local community development	in planning and delivery of community development programmes in local communities.	claims closed out and delivered. All European union (EU) Article 48 Audit Checks and Local Action Group (LAG) Manager obligations completed for the entire programme.
Social Inclusion and Community Activation Programme (SICAP)	<p>Support the LCDC in oversight and contract management of SICAP</p> <p>Ensure physical and financial targets are met in the delivery of the programme and that most disadvantaged individuals, groups and communities are supported.</p>	<p>SICAP priorities agreed at national and local level are fully implemented.</p> <p>Most disadvantaged groups and communities are effectively reached.</p> <p>KPIs are achieved within all cost parameters set.</p> <p>Additional SICAP Ukrainian Supports to be agreed and delivered.</p>	<p>New SICAP Programme 2024-2028 has met its requirements for 2024.</p> <p>Priority target groups and KPIs for 2024 agreed with Pobal, with input from SICAP Sub-committee.</p> <p>Local Priority Target Groups agreed for the new Programme.</p> <p>Target for % from disadvantaged areas & specific target groups reached.</p> <p>KPIs under Goal 1 and 2 for all 3 Limerick Lots achieved or midyear targets.</p>

Principal Services	Objective	Performance Standard	End of Year Review
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.	Bid for new Local Development Strategy and LEADER Programme 2024-2027 successful with West Limerick Resources (WLR) delivering for Limerick with The Council, as Financial Partner. Previous LEADER Programme projects and claims closed out and delivered. All EU Article 48 Audit Checks and Local Action Groups (LAG) Manager obligations completed for the entire programme.
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.	Community Recognition Fund 2023 successfully delivered to 90 applicants across Limerick. Community Recognition Fund (CRF) 2024 window 1 applications submitted with 7 no. projects being delivered to the value of €795,000 across the county. Window 3 application process started with a view to submitting to Department of Rural and Community Development Q1 2025.
Integration Supports	Develop a new Integration Strategy Establish the Local Authority Integration Team in accordance with Government Policy.	Strategy Completed. Integration Team established - Q1. Migrant Forum in place.	In progress, completion Q2 2025. Local Authority Integration Team in place since Q2 2024 Migrant Forum in place since Q1 2024

Principal Services	Objective	Performance Standard	End of Year Review
	<p>Facilitate the development of a Migrant Forum.</p> <p>Facilitate the co-ordination of Ukrainian Supports.</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>Forum meetings held monthly throughout 2024.</p> <p>Delivered across all programmes in line with Department requirements.</p>
Age Friendly Programme	Oversee the delivery of the Age Friendly Programme and Strategy	<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>Limerick Older Persons Executive and Alliance meetings held. Annual General Meeting held for Older Persons Executive.</p> <p>Age Friendly Limerick Strategic Plan 2024-2028 launched</p> <p>The Age friendly Convention attended with theme of ‘Aging with Independence’</p> <p>Visited a number of Family Resource centres and donated Lenova tablets to Community centres.</p> <p>Dementia Bus tour held.</p> <p>Provided grant funding to Heathy Limerick –Not around us campaign, towards positive aging week and to community centre for their new Care and Repair scheme.</p> <p>Initiatives submitted to the Age Friendly Ireland Achievement awards. One</p>

Principal Services	Objective	Performance Standard	End of Year Review
			<p>'Think Before you park' was shortlisted</p> <p>Held three walkability audits</p> <p>Assisted in establishment of a new Active retirement group</p> <p>Two members of our Older Persons Executive on Older persons care reference group</p> <p>Booked a table on Limerick 50 plus show to increase our public profile and gather expressions of interest from people interested in joining our Older Persons Executive.</p>
Public Participation Network (PPN)	<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>2024 programme agreed between PPN and LCCC and is on schedule in term of actions.</p> <p>There were a number of vacancies at the start of the year (2 no.) and these were filled.</p> <p>Currently vacancies of 2 no. vacancies to be filled in Q1 2025.</p> <p>Limerick PPN successfully hosted the National PPN Conference in Limerick in 2024 in conjunction with Department of Rural and Community Development.</p>

Principal Services	Objective	Performance Standard	End of Year Review
Local Economic and Community Plan (LECP)	<p>Adoption of LECP Framework Plan 2023-2028 by Council after input from LCDL/SPC, MDs/MA and RA (LCDL and Economic SPC)</p> <p>Prepare Implementation Plan for LECP (2023-2025)</p>	<p>Support LECP Advisory Group and LCDL and SPC in process to approve LECP Framework Plan.</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>	<p>LECP process supported and managed through LECP Advisory Group, LCDL and SPC completed with plan adopted by Full Council in May 2024.</p> <p>Commencement of implementation plan in Q3 2024 to continue throughout 2025.</p>
Health and Wellbeing Programmes	Continue the rollout of the Healthy Ireland and Healthy Communities Programmes.	<p>Promote We're Breastfeeding Friendly Limerick with businesses, organisations community groups, and workplaces.</p> <p>Not Around Us</p> <p>Funding of Limerick Food Partnership.</p> <p>Continued to fund the Social Health and Education project</p> <p>Continued to fund migrant health & wellbeing focused projects</p>	<p>In process, ongoing sign up's</p> <p>In process, Ongoing sign up's with a focus on soccer clubs</p> <p>In process, Funding of coordinator salary costs</p> <p>In process, Programme delivery rolling into 2025</p> <p>In process, rolling into 2025</p> <p>In process, rolling into 2025</p>

Principal Services	Objective	Performance Standard	End of Year Review
		<p>Led and co-funded health and wellbeing interventions e.g period health & education programmes</p> <p>Partnered on and funded health & wellbeing interventions, e.g gardening for health programmes, physical activity programmes Move Well.</p> <p>Co-funded capital project in Shelbourne Park</p> <p>Slaintecare Healthy Communities supported and funded 14 projects and/or programmes-</p> <ul style="list-style-type: none"> • MoveWell Programme • Venture Out Programme • Healthy Relationships • Limerick Growing Communities • St. John the Baptist Boys School Gardening Geodome Project • Enhancement Projects • Waterways to Wellness 	<p>In process, rolling into 2025</p> <p>In process, rolling into 2025</p> <p>To be completed Q1, 2025</p> <p>In process, to be complete Q2, 2025</p> <p>In process, to be complete Q4, 2025</p> <p>In process, to be complete Q1, 2025</p> <p>In process, to be complete Q3, 2025</p> <p>Completed Q4</p> <p>Complete</p> <p>In process, to be complete Q3, 2025</p> <p>In process, to be complete Q2, 2025</p>

Principal Services	Objective	Performance Standard	End of Year Review
		<ul style="list-style-type: none"> Midwest Simon Community Kitchen ADAPT Wellbeing Cabin Period Equity Programme Traveller Mental Health and Wellbeing Campaign Clean Air Together Campaign <p>Life Long Learning Festival</p>	<p>In process, to be complete Q4, 2025</p> <p>Completed Q3 2024</p> <p>Completed Q4 2024</p> <p>Completed Q2 2024</p> <p>In process, to be completed Q1, 2025</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>	<p>Limerick Lifelong Learning Festival held</p> <p>Two learning Limerick networking events</p> <p>Learning Ambassadors project ongoing</p> <p>Limerick is one of 6 cities of the Irish network of Learning cities, includes shared Island learning, exchanges of best practice with UNESCO.</p>

Principal Services	Objective	Performance Standard	End of Year Review
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>	<p>Grants Under the Arts Act Scheme 2024: 28 grants approved €20,000</p> <p>4 Limerick Theatre Bursaries awarded- total €17,750</p> <p>8 Individual Arts Bursaries awarded, total allocation €22,750</p> <p>1 Dolores O'Riordan bursary €4,000 awarded</p> <p>Limerick Strategic Fund: 11 applications were approved totalling €25,200 and leveraging €362,000 in national funding.</p> <p>Michael Hartnett Annual Poetry Award 2024 Call Out. €8,000</p> <p>23 Made in Limerick Grants awarded</p> <p>7 mentorship and residency bursaries were awarded, supporting focused sectoral training, upskilling and investment for creative's at different stages in their careers.</p> <p>Blas International Summer School Bursary</p> <p>2 Meitheal Summer School Bursaries</p> <p>2 Irish Youth Choir Bursaries</p> <p>Drama League of Ireland Summer School Bursary</p>

Principal Services	Objective	Performance Standard	End of Year Review
			<p>Residency at Culturel Irlandais (Paris)</p> <p>3 Tyrone Guthrie Centre Bursaries 1 Irish Writers Centre bursary</p> <p>6 Visual Artists Ireland (VAI) information and professional development sessions held for Limerick Artists and Creatives</p>
Arts	<p>To become a centre for active research and problem solving in Culture that will have local, national and European Significance</p> <p>To increase and support the role of Creative Industries in Limerick</p>	<p>Build and strengthen networks of cooperation to develop cultural opportunities through Creative Europe, 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>	<p>3 networking opportunities for artists and creative facilitated by VAI and by Belltable/Limerick arts office</p> <p>Creative Ireland programme of projects, implemented</p> <p>Objectives and programmes of Creative Communities programme underway, under 2023 to 2027 strategy including aims to develop linkages and creative industries</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>	<p>In 2024 this linked to Festivals and Events section, Tourism Dept. Arts office supports through Culture Night, grants for Limerick arts programmes</p> <p>Contributions and supports provided to Ormston House, Irish Chamber Orchestra (ICO), University Concert Hall (UCH), Belltable, Hunt Museum, EVA, Dance Limerick, Irish Ariel Creation Centre</p>

Principal Services	Objective	Performance Standard	End of Year Review
			<p>(IACC), Limerick Printmakers</p> <p>Open call advertised and completed for 2 artist apartments and 1 artist studio.</p> <p>Belltable supported in final capital grant drawdown from Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media (D/TACGSM)</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.	<p>Culture Night delivered</p> <p>Creative Climate Action: Síolta Glasa and Creative Communities on a Shared Island: Laces of Ireland. Ireland.</p> <p>In 2024, there were 97 separate projects / initiatives funded through the Limerick Creative Communities programme.</p>
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.	<p>97 projects delivered under Creative Communities Programme, in partnership with creatives, communities and organisations.</p> <p>Shared Island initiative commenced - Laces of Ireland and Contemporary Cities (music project, Belfast and Limerick)</p>

Principal Services	Objective	Performance Standard	End of Year Review
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>	<p>Culture and Creativity Team established and met in Q4 2024. 2024 progress reviewed and approach and budget breakdowns re Creative Communities programme for 2025 agreed.</p> <p>In addition to core funding of €206,000 Applications submitted for additional funding and partnership projects. Additional Funding of 70k achieved for musicians on call, with Clare and Tipperary, shared island cruinniu workshops with Belfast and Limerick musicians and students.</p>
Arts	Public Art	Deliver Public Art Policy.	Public Art Policy document completed and noted by Council in March 2024.
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>	<p>Delivered Right to Read Action Plan 2024</p> <p>Delivered Healthy Ireland at your Library Action Plan 2024.</p> <p>Introduced 'My Open Library' Service in Cappamore</p> <p>Replaced library delivery van in 2024</p>

Principal Services	Objective	Performance Standard	End of Year Review
Library Service	To create and develop online content and to enhance access to online resources	Enhance accessibility of library content online and broaden offer, including launch of new Local Studies website and introduction of film and music online apps.	Local Studies website was launched in October 2024 Film and Music streaming Apps went live in Q2 2024 Introduced a Digital Tablet Lending Initiative with Vodafone Hi-Digital
Library Service	To further develop strong links and partnerships with internal / external agencies. To underpin Libraries role as a socially inclusive community, cultural, educational, information and learning centre	Development and implementation of programmes in collaboration with internal and external stakeholders.	Literacy Champions Initiative in collaboration with Limerick and Claire Education and Training Board (LCETB), developed Literacy Champions in each of you fulltime libraries
Library Service	To progress plans for the new City Library on the Opera site Continue to develop and promote programme of cultural, community and children's events	Preparation and submission of Stage 3 to the Dept. 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.	Prepared Stage 3 submission The Europe Direct Centre located in the City Library, delivered a comprehensive programme of events.
Gallery of Art (LCGA)	Continue to provide a programme of high standard exhibitions and events. Continue and develop links with the local, national and international artistic communities and institutions. Publish and prepare implementation plan	Further development of links with local, national and international artistic communities and institutions. Implement on LCGA Strategic Plan 2020-2025	LCGA facilitated organisations including University of the 3rd Age, University of Limerick and the Irish World Academy of Music and Dance

Principal Services	Objective	Performance Standard	End of Year Review
	<p>based on LCGA Strategic Plan 2020-2025</p> <p>Develop and continue to deliver a Learning and Public Engagement programme.</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>Continued to deliver the initiatives as identified in the Strategic Plan</p> <p>The Shinnors Scholar made a significant contribution and developed significant partnerships with Dance Limerick, Creative Ireland and Paul Partnership</p>
Gallery of Art (LCGA)	<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>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>LCGA website is now fully integrated into Limerick.ie</p> <p>Work progressed on gathering relevant information for the catalogue</p> <p>The LCGA website provides information access to current and past exhibitions</p>
Museum	<p>Produce and implement a new strategy for Limerick Museum</p> <p>Enhance website and develop online platforms to ensure that Limerick Museum is accessible online</p> <p>Commence Limerick Museum's progress through the Museum Standards Programme</p>	<p>New strategy to be published, implementation plan in place and implementation process commenced.</p> <p>Development of a Museum website.</p> <p>Complete the initial steps in the MSPI process.</p> <p>Strengthen and raise the profile of Limerick</p>	<p>Tender for strategy issues and draft strategy prepared</p> <p>Preliminary assessment work on Museum website completed in 2024.</p> <p>Initial assessment for MSPI process completed in 2024. In November two MSPI assessors carried out first on-site visit.</p>

Principal Services	Objective	Performance Standard	End of Year Review
	<p>for Ireland (MSPI) process</p> <p>To further develop the potential of the Limerick Museum</p>	<p>Museum through social and other media, development of a comprehensive programme of events and enhancement to the public opening hours.</p>	<p>Museum enjoyed significant visibility and coverage in local and national media including features on RTÉ Today Show, Ireland's Hidden Treasures documentary and Country House Auction TV show.</p>
Ukrainian Response – identifying, providing and supporting accommodation solutions for those fleeing the war in Ukraine.	<p>Working with the Department of Children, Equality, Disability, Integration and Youth (DCEDIY), continue to operate Local Authority Accommodation Centres for Beneficiaries of Temporary Protection (fleeing Ukraine).</p> <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</p> <p>Support the Department of Housing, Local Government & Heritage</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> <p>Continue to engage in potential and existing accommodation solutions provided by private operators in accordance with national standards.</p> <p>Continue to engage in potential and existing accommodation solutions</p>	<p>Cappamore Accommodation Centre closed in September 2024, all Beneficiaries of Temporary Protection were moved to Limerick Accommodation Centres. Continue to operate Askeaton and Abbeyfeale Accommodation Centres until September 2025, and act as agent for DCEDIY for the Fernbank Accommodation Centre into 2025.</p> <p>Refurbishment programmes have ceased. Continue to engage with existing accommodation solutions provided by private operators in accordance with national standards.</p> <p>Refurbishment programmes have ceased. Two accommodation centres</p>

Principal Services	Objective	Performance Standard	End of Year Review
	<p>through examining and proposing refurbishment projects for consideration under the Emergency Refurbishment (Ukraine) Project and appropriate sites for potential Rapid Build Homes</p> <p>Administer the Offer a Home Programme in Limerick City and County.</p> <p>Active participation in the Limerick Community Response Forum.</p>	<p>in accordance with national standards.</p> <p>Continue to assess offers and where suitable seek to match pledged accommodation to Beneficiaries of Temporary Protection.</p> <p>Continue to provide supports to both the owner and occupants of Offer a Home properties.</p> <p>Continue to Work with the Community Forum to ensure wraparound services are delivered to Beneficiaries of Temporary Protection in Limerick.</p>	<p>were completed and activated in Limerick in 2024.</p> <p>Continue to assess offers and where suitable seek to match pledged accommodation to Beneficiaries of Temporary Protection.</p> <p>Continue to provide supports to both the owner and occupants of Offer a Home properties.</p> <p>Continue to Work with the Community Forum to ensure wraparound services are delivered to Beneficiaries of Temporary Protection in Limerick.</p>

Regeneration Sports and Recreation

Directorate

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	End of Year Review
Limerick Regeneration	Deliver and support the delivery of Physical Infrastructural improvements and investment within the designated Regeneration areas	Number of new housing units planned and/or built	<p>Defects liability stage for Cliona Park Phase 3 housing (18nr units) ended and final account commenced</p> <p>Sheep St housing development of 8nr units completed and tenancies awarded</p> <p>Cosgrave Dalgaish Park housing development of 57 units completed and tenancies awarded</p> <p>Block 1 (11 units) as part of the Churchfields Phase 2 housing development completed and tenancies awarded</p> <p>Blocks 3 & 5 (26 units) as part of the Churchfields Phase 2 housing development progressed towards substantial completion</p> <p>Contractor appointed and works progressed for 24 infills at Moyross and Carew Park</p>

Principal Services	Objective	Performance Standard	End of Year Review
			<p>Preparation of Part 8 planning application progressed in relation to Cosgrave Park Phase 2 housing (22 units)</p> <p>Pineview Gardens progressed from a 55 unit scheme to an 81 unit scheme to pre planning stage 2</p> <p>Southside masterplan of c.4,000 units developed to enable site acquisition, stakeholder engagement & zoning review.</p> <p>Assisted in the scoping of the Moyross Royal Institute of the Architects of Ireland (RIAI) Review and subsequent RIAI workshop.</p> <p>Preparation of the College Avenue infills capital appraisal for Department of Housing Local Government and Heritage (DHLGH) submission on completion of the RIAI Review process</p> <p>Completed the Compulsory Purchase Order (CPO) process for the acquisition of 55 Athlunkard Street</p>

Principal Services	Objective	Performance Standard	End of Year Review
	<p>Deliver and support the delivery of Physical Infrastructural improvements and investment within the designated Regeneration areas</p> <p>MAJOR AND MINOR REFURBISHMENT WORKS</p> <p>THERMAL UPGRADE TO DWELLING UNITS</p>	<p>Number of housing units refurbishments planned and/or completed</p>	<p>Major refurbishment of 3 dwelling units completed at Southill</p> <p>Works progressed on-site with a further 14 major refurbishment units</p> <p>Minor refurbishment of 14 dwelling units completed with contractors appointed for a further 2 units</p> <p>Thermal upgrade (TU) of 47 dwelling units (TU 121 Contract) progressed towards substantial completion at Moyross</p> <p>Thermal upgrade of 12 dwelling units (TU127 Contract) substantially completed at Ballinacurra Weston</p> <p>Thermal upgrade of 53 dwelling units (TU123 Contract) progressed towards completion at Southill</p> <p>Thermal upgrade of 50 dwelling units (TU126 Contract) progressed towards completion at Southill</p> <p>Thermal upgrade of 26 dwelling units (TU125 Contract) commenced in St Mary's Park</p>

Principal Services	Objective	Performance Standard	End of Year Review
	<p>Deliver and support the delivery of Physical Infrastructural improvements and investment within the designated Regeneration areas</p> <p>PUBLIC REALM IMPROVEMENTS - CONNECTIVITY</p>	<p>Number of public realm improvements planned and/or completed</p>	<p>Thermal upgrade of 25 dwelling units (TU128/129 Contracts) commenced in St Mary's Park</p> <p>Stage 3 applications submitted to the DHLGH re the final mop-up thermal upgrade contracts (45 units across all 4 regeneration areas)</p> <p>Substantial completion certs issued for Thermal upgrade of 35 dwelling units (TU122 & 124 contracts) in St Mary's Park</p> <p>Section 38 approval attained for improved public realm along Childers Road between the Roxboro and Kilmallock roundabouts inclusive of the removal of palisade fencing and provision of footpath connectivity</p> <p>Various road and footpath upgrade works completed at St Mary's Park</p> <p>Removal of redundant hardstanding areas in Aster Court</p>

Principal Services	Objective	Performance Standard	End of Year Review
	<p>Deliver and support the delivery of Physical Infrastructural improvements and investment within the designated Regeneration areas</p> <p>PLANNING APPROVALS – DESIGN WORKS & COMMUNITY INFRASTRUCTURE</p>	<p>Number of new infrastructural initiatives including community planned and/or completed</p>	<p>12 demolitions completed to enable delivery of strategic capital works</p> <p>Department approvals were obtained for University Avenue – Stage 2 and Ballynanty Link roads receiving Stage 1</p> <p>Part 8 planning granted for Southside Connectivity project</p> <p>Section 38 planning applications completed for Southside Connectivity Scheme and Moyross Avenue Upgrade.</p> <p>Part 8 planning granted for a section of Moyross Avenue Upgrade fronting Corpus Christi school & Church</p> <p>Part 8 planning attained for the Thomond Rugby Football Club (RFC) extension with subsequent appointment of a design team to progress the detailed design and tender documents Major upgrade completed of the building leased to Southside Boxing</p>

Principal Services	Objective	Performance Standard	End of Year Review
			<p>Academy. This project received Economic Social Investment Funding</p> <p>Stage 1 Approval obtained for Integrated Youth Centre (IYC) Site B2 St. Gabriels Foundation, Southill Junior School. Stage 2 approval request was submitted</p> <p>Stage 1 Approval obtained for Southill East West Link Road, Limerick.</p> <p>Appointment of Integrated Design Team (IDT) for Kings Island Community Centre and associated public realm.</p> <p>Agreement by Kings Island Flood Relief Scheme (KIFRS) to incorporate a 19meter stretch of upper level glazed panels in lieu of a solid concrete flood wall bounding the Kings Island Community Centre.</p> <p>Appointment of Integrated Design Team for St. Marys Park Multi Use Games Area (MUGA)</p> <p>Stage 1 approval received for the Integrated Youth Centre (IYC) Site A, Bawnmore Rd. / Killmallock Rd.</p>

Principal Services	Objective	Performance Standard	End of Year Review
	Deliver and support the delivery of social regeneration within the designated Regeneration areas	Number of new services/businesses opened or refurbished	<p>Stage 1 approval received for the Integrated Youth Centre (IYC) Site B1 , Multi Use Games Area, Southill.</p> <p>Stage 1 approval received for Integrated Youth Centre (IYC) Site C, Our Lady Queen of Peace</p> <p>Large Scale Sports Infrastructure Fund (LSSIF) application submitted re IYC Site A – Bawnmore Rd / Kilmallock Rd.</p> <p>Currently on the Large Scale Sport Infrastructure Fund (LSSIF) reserve list.</p> <p>Appointment of contractor for Play Space & associated landscape works at Castle Oaks View Rd., Southill</p> <p>3 new services/businesses in 2024 supported.</p> <p>Continue to support new business in collaboration with other state agencies</p>
Limerick Regeneration	Deliver and support the delivery of social regeneration within	Number of community events planned and/or completed	<p>Jobs Fair x 4 in each Regeneration area</p> <p>Junior Careers Fair site visits to Irish Rail and Analog Devices</p>

Principal Services	Objective	Performance Standard	End of Year Review
	the designated Regeneration areas	<p>Percentage increase in educational attainment</p> <p>Percentage reduction in crime</p>	<p>Welcome evening for new residents in Moyross held in November 2024</p> <p>Annual statistics are not available. According to Pobal HP Deprivation Index 2016 & 2022 Electoral Division data, third level completion rates have risen across the four areas between 33 and 84% of the population that has left education. Through the Economic & Social Intervention Fund – Primary and Secondary Schools have been funded for retention and support initiatives.</p> <p>Work in close collaboration with An Garda Síochána and relevant state agencies to promote initiatives to support safety.</p>
	Deliver and support the delivery of economic regeneration	Number of placements into employment or training from the outreach to employment initiative	Since 2024 52 people have participated in the Outreach to Employment Programme.
Sport and recreation facilities in	Development of a Local Sports Plan in conjunction with	Plan prepared and adopted	Not started as templates and approval from Sports Ireland

Principal Services	Objective	Performance Standard	End of Year Review
local communities	<p>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>	Number of New/improved facilities planned and/or developed.	<p>were not received in 2024.</p> <p>Detailed design commenced for major refurbishment of pool and changing facilities at Grove Island Pool & Gym.</p> <p>New gym constructed after conversion of existing sports hall at Grove Island Pool & Gym.</p> <p>Energy upgrade works substantially completed to the clubhouse at Rathbane Golf Club.</p> <p>Flood Protection and Energy upgrade works substantially completed to Askeaton Pool & Leisure Centre</p> <p>Four Sports Capital Grants were awarded in 2024 :-</p> <ul style="list-style-type: none"> Grove Island Leisure Centre – €500,000 Multi Use Games Area – €122,079 Kennedy Park Playing Pitch LED Lighting – €55,583 Mungret Park – Grass pitch

Principal Services	Objective	Performance Standard	End of Year Review
			upgrade – €39,939
Limerick Sports Partnership (LSP)	To provide children and young people with a positive introduction to physical activity which promotes and supports lifelong involvement	Number of Programmes and Initiatives	The LSP delivered a suite of programmes and events both in school and community based to engage young people in Sport and Physical Activity. These programmes are based around Fundamental Moving Skills, Skill development and sports sampling for new sports. In total over 30 programmes and events were delivered to over 11,000 young people.
	To build capacity in communities to facilitate sustained increases in physical activity levels thereby enhancing wellbeing and improved quality of life	Number of Trained Leaders and Initiatives	We deliver 25 Education and Leadership courses throughout the year Boxing Clever, Ride Leaders and Quality and Qualifications Ireland (QQI) Level 5 qualifications in Health-Related Fitness and Community Addiction Studies. Over 1800 coaches and mentors were trained in 2024
	To support equality of opportunity and facilitate people of all ages and abilities to access physical activity throughout their lifecycle.	Number of Initiatives and programmes supporting disadvantaged communities and marginalised community groups	These programmes target those who are most marginalised within our communities. 17 programmes and initiatives were delivered to 8749 individuals. Partnership

Principal Services	Objective	Performance Standard	End of Year Review
			with specific agencies is crucial in these areas.
	To develop the combined potential of physical activity providers and key stakeholders to get limerick active together.	Working in Partnership Support LCCC create the Local Sports Plan as identified by the National Sports Policy and Launch LSP Strategy for 2024-2028	LSP staff have engaged with LCCC in the process to develop a Local Sports Plan, an Outdoor Recreation Plan and the preparatory work for Limerick LSP Strategy. We are involved in developing a new strategy with Garryowen Community Development Project (CDP)
	To deliver all educational components that ensures “best practice” is maintained through community groups, youth organisations and sports clubs.	Number of courses and qualified coaches and leaders.	Focusing on Best practice courses like Safeguarding, Sports Club Admin, First Aid, (Fundamental Movement Skills) FMS Teacher Training etc. Over 1000 leaders completed these courses.
	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	Our Sports Hubs supported over 2300 individuals in very marginalised areas to be physically active. All programmes are delivered in the dedicated communities across all age groups. Leadership training is provided where possible.
	To implement the Action Plan developed to establish Limerick as an “Active City”	Launch Active Cities Locally Progress capital development under the capital investment plan for Active Cities.	The development of Clare Street Park and its Activation were key aspects under the

Principal Services	Objective	Performance Standard	End of Year Review
	supported by Sport Ireland and Dormant accounts.	Activate all amenities created under the Active Cities project	Active Cities banner in 2024. Our Box Up machines can gather data on participation numbers and preferred activities and based on rentals and our suite of programmes over 22,000 individuals were physically active under the Active Cities banner.
	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.	€64,000 in funding was allocated across 3 funding streams for Clubs, Community Swimming and Energy Grants. These funds will support over 7,000 participants when being physically active.
	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.	€64,000 in funding was allocated across 3 funding streams for Clubs, Community Swimming and Energy Grants. These funds will support over 7000 participants when being physically active.
	Explore new and current funding streams to support additional staff and initiatives.	Complete funding applications and relevant bids.	Limerick LSP requires €1.6 Million to operate annually. We explore new funding streams and compete for new schemes when offered by Sport Ireland. In 2024 we secured an additional allocation of €130,000.

Housing Directorate

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	End of Year Review
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.	Maintenance was on target for delivery within adjusted budget
	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 Target of 78 – 2024 Voids Grants Scheme	2 units refurbished by Housing Construction. 73 units were refurbished to the Housing stock with grants claimed under the 2024 Voids Grants Scheme and 16 units refurbished through own resources. 91 units were returned in total in 2024 using a combination of direct labour teams and contractors
	Planned Maintenance	Delivery of planned maintenance upgrades within budget as per an agreed programme of works.	27 units were complete under the Planning Maintenance Programme in 2024 along with 27 Stock Condition Surveys
	Communal Buildings		

Principal Services	Objective	Performance Standard	End of Year Review
	Energy Efficiency	Delivery of effective maintenance on LCCC owned Communal Buildings	New team was set up in 2024. Various works were carried out to Oak Lodge, Vizes Court, Convent Street & Pairc Luachra, Abbeyfeale
		Commencement of annual gas boiler maintenance programme as per statutory requirement and agreed programme of works. Number of dwellings surveyed.	1,897 units has their heating system serviced and repaired where necessary
		Deliver Energy Efficiency outcomes to units within budget as per agreed programme of works. Number of houses returned. Target of 76 units	Works complete to 6 retrofit occupied housing units and 30 units at contract stage, 50 units at design/tender stage
	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.	19 Refurbishments completed
	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	44 applications registered, 30 full applications received with 27 applications validated. 28 applications deemed to have met the damage

Principal Services	Objective	Performance Standard	End of Year Review
		<p>Limerick within agreed timelines as laid out by the Department.</p> <p>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>	<p>threshold for entry into the scheme. 18 applications approved for a remediation grant option, 3 applications refused on the basis that defective concrete blocks were not the cause of the applicants dwelling issues. All administered within agreed timelines as laid out by the Department.</p> <p>Ongoing discussions held with department throughout 2024 about the grant scheme for Local Authority (LA) affected properties. Await Department official rollout of scheme, projected Q2 of 2025.</p>
Social Housing Delivery	<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 + SHIP Renew Construction + CAS Construction Turnkey + CALF Construction + SHIP Turnkey with private developers and Builders 	Deliver targets set by the Department of Housing, Local Government and Heritage	363 Build Units and 13 Leasing units for a combined total of 376 towards our Housing for All targets. 40 Tenant in Situ acquisitions were also completed in 2024.

Principal Services	Objective	Performance Standard	End of Year Review
	<ul style="list-style-type: none"> + 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 		

Principal Services	Objective	Performance Standard	End of Year Review
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. Target of 68 units.	16 Affordable Purchase units were delivered in 2024.
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>	<p>614 new requests for maintenance in the Metropolitan area within Traveller Specific Accommodation through Customer Services and Sugar CRM/Dynamics in 2024. Programme delivered within budget.</p> <p>In Progress :</p> <ul style="list-style-type: none"> Hillview Halting Site, Rathkeale New Crescent Halting Site, Childers Road, Limerick City <p>Planning Stage :</p> <ul style="list-style-type: none"> Askeaton Part 2 Clondrinagh <p>Completed :</p> <ul style="list-style-type: none"> Askeaton Part 1 Birch Cottage
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	In 2024, Housing First tenancies increased by 17 in Limerick providing secure housing and wrap around supports to help people enter into and sustain their tenancies. In 2024, 89 Singles and 73 families - 162 in total secured long-term housing

Principal Services	Objective	Performance Standard	End of Year Review
		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	as a result of prevention services across Local Authority letting, Approved Housing Bodies (AHB) letting and Housing Assistance Payment (HAP) placefinder services through Limerick City and County Council.
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.	Summary of Social Housing Assessment (SSHA) 2024 completed. 2461 housing applications received in the unit in 2024 have been assessed within the allocated timelines.
Allocation and Transfer	Allocate and nominate Social Housing Applicants in accordance with Limerick City and County Councils Allocation Scheme 2021.	Number of Local Authority houses allocated. No of nominations to Approved Housing Bodies.	438 Local Authority houses allocated. 294 nominations to Approved Housing Bodies
Housing Welfare Supports	Assess Tenants or Housing Applicants are required.	Number of Housing Welfare referrals through CRM.	261 Housing Welfare referrals were received in 2024
Housing Rent and Tenant Purchase Administration	Maximise collection of charges due through regular communication with our tenants. Administer the Tenant Incremental Purchase Scheme 2016 in accordance with regulations and guidelines	Percentage of Housing Rent Collected. Number of units purchased under the Tenant Purchase Incremental Purchase Scheme 2016	The rent collected in 2024 amounted to €20.5 million. The overall collection rate was 71%. 14 units purchased under the Tenant Purchase Incremental Purchase Scheme 2016
Housing Community	Implementation of Estate Management policies in terms of	Pro-active engagement with communities and	395 Tenancy Inductions 3128 Inspections 1246 Garda Checks

Principal Services	Objective	Performance Standard	End of Year Review
Development Support	supports and in dealing with issues of concern reported.	taking all necessary actions in dealing with issues of concern reported.	<p>Training provided to a number of groups re: formation of Residents Associations. 1 new residents group formed in Glengrove, Kilmallock and others currently engaging with the Committee Skills training facilitator.</p> <p>Multiple estate enhancement and clean-up projects through city and county areas.</p>
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.	1269 Grants approved of which 1171 Grants have been paid. Expenditure was within grant allocation.
Housing Loans	Administer and manage Housing Loan Schemes in accordance with regulations and guidelines	Number of loans granted	59 Applications received, 20 approved.
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.	3433 inspections carried out, target of 3694. 23.23% of properties inspected versus target of 25%.
HAP Programme	Administer schemes in accordance with regulations and guidelines	To Meet Department of Housing, Local Government & Heritage targets.	Successfully managed 1915 files. 203 new set ups. 4575 amendments made to files.
Rental Accommodation	Administer schemes in accordance with	To Meet Department of Housing, Local	Successfully managed 622 Private RAS tenancies and

Principal Services	Objective	Performance Standard	End of Year Review
Scheme (RAS) and Leasing Programme	regulations and guidelines	Government & Heritage targets.	615 Voluntary RAS tenancies. Processed Landlord payments in a timely manner and recouped same from Dept.
Agency and Recoupable Services	Processing of regional homeless payments in a timely manner	All payments processed as appropriate	Regional homeless payments administered and processed as appropriate.

Transportation & Mobility Directorate

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	End of Year Review
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.	Advanced progression on all schemes.
Capital Delivery Department of Transport schemes	Advance key projects including but not limited to the Coonagh to Knockalisheen Distributor Road (CKDR), Atlas Avenue Junction upgrade, Park Road Bridge Replacement, Golf Links Road Junction Improvement, Cappamore Road Junction/R445 Upgrade, Lees Cross Junction Improvement.	<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 	<ul style="list-style-type: none"> Letter of Acceptance issued to Wills Bros on CKDR. - Compulsory Purchase Order (CPO) confirmed on both Atlas Avenue and Golf Links Road schemes. - Advancements made on Cappamore Junction schemes.

Principal Services	Objective	Performance Standard	End of Year Review
		- Lees Cross Junction Improvement Land acquisition and detailed design	CPO submitted to An Bord Pleanála for Lees Cross project.
Capital Delivery National Transport Authority (NTA)	Advance the delivery of Park and Rides Sites for Limerick City in accordance with locations identified in LSMATS	Advance the following sites to planning permission in 2025: Mackey Park and Park Raheen Park and Ride Coonagh Park and Ride Progress discussions with Irish Rail & NTA for the Ballysimon Park and Ride	Preliminary designs advanced with the NTA Park and Ride team.
Capital Delivery National Transport Authority	Advance key NTA projects noting the following scheduled for construction; Raheen to Quinn's Cross, Mill Road, Father Russell Road, TUS to City Centre and Bloodmill Road . Continue to advance other sustainable travel schemes through planning process Continue to deliver improvements to walking and cycling infrastructure through Active Travel Team.	- 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 Progression of schemes through planning process	Construction ongoing Works complete Construction ongoing Construction to commence in 2025 Construction started Q4 Ongoing Various schemes completed utilising Towns & Villages Funding

Principal Services	Objective	Performance Standard	End of Year Review
	Advance Safe Routes to School Programme.	<p>Advancement of minor sustainable active travel schemes, utilising budget allocated.</p> <p>Advancement of the five selected Limerick schools under programme.</p>	<p>Schemes completed in 2024</p> <p>Safe Route to Schools schemes completed in 2024.</p>
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>	<p>As part of measure RS5 the Plassey/Milford Junction scheme was constructed.</p> <p>However, there was no progression on appointment of consultants for Junction 28 due to lack of funding.</p> <p>Tender (stage one) for construction was undertaken in 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>	<p>Completion of Plassey/Milford Junction scheme.</p> <p>Options assessment progressing. Draft expected Q2 2025.</p>

Principal Services	Objective	Performance Standard	End of Year Review
Delivery Strategy City Centre	Advance Strategy in conjunction with detailed consultation with traders.	Draft strategy by Q3/Q4	Strategy is being developed in tandem with the Limerick City Transport Plan.
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.	Continued to work with the NTA to progress the delivery of Bus Connects programme in Limerick.
EV Charging Strategy, including Fleet for Limerick	Implementation of EV Infrastructure in Limerick City and County.	Sign off and issue agreed strategy. Complete infrastructure for pilot schemes. Complete the charging point civil work element of the scheme. Appoint Operator for EV high speed charging infrastructure.	Strategy finalised and published in 2024. Civil work element of the pilot scheme is ongoing. Procurement of Charge Point Operator commenced 2024, appointment early 2025.
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.	Complete. Achieved.
Roads Maintenance and Improvement	Complete the Annual Restorative Maintenance and Improvement Programme.	Delivery of the Schedule of Municipal Works for each District.	Completion of agreed Schedule of Municipal Works for each District.
Public Lighting	Maintain Public Lighting Infrastructure	Continued upgrade and maintenance of public lighting infrastructure.	Upgrade of public lighting by LCCC is ongoing. Public Lighting Energy Efficiency Programme (PLEEP) is ongoing.

Principal Services	Objective	Performance Standard	End of Year Review
Public Lighting	LED Upgrades to reduce the energy used for public lighting	Continued reduction in average Energy used per annum per lantern	Upgrade of public lighting by LCCC ongoing.
Litter Management/Street Cleaning	Maintain existing street cleaning routes. Increase cleaning regime in core city centre area.		Review carried out for enhanced cleansing plan and submitted as part of the work force plan. Ongoing maintenance works carried out.
Speed Limit Review for City Centre & Limerick County.	Full review for County to commence 2024.	Full County review progressed in line with statutory process.	Two phases of review, first completed on local roads. Awaiting final guidance and workshops for phase two.
Mobility Management Plans and Green Mobility Management Initiative	Advance initiatives during 2024.	Continued implementation and management of mobility plan.	Ongoing- continuing to meet local stakeholders.
Greenways UL to Montpelier via Castleconnell Rathkeale Adare Patrickswell Patrickswell to Charleville Limerick to Oola	Manage Limerick's Greenways in accordance with TII guidelines and spending codes.	Advancement of programme through Design, Development of route selection process.	Difficulties encountered in progressing schemes as programmed. Ongoing discussion with Transport Infrastructure Ireland (TII) to progress further in 2025.
Response to Flooding events.	Deal with severe weather events and implement emergency response.	Respond in an efficient and timely manner.	Responded in a timely manner to all weather events.

Planning Environment & Place-Making

Directorate

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	End of Year Review
Forward Planning	Strategic Planning for resilient and sustainable growth	<ul style="list-style-type: none">- The statutory process for preparing Local Area Plans for Adare and Patrickswell will be completed in 2024.- 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.	Achieved
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.	Partially achieved

Principal Services	Objective	Performance Standard	End of Year Review
		<ul style="list-style-type: none"> - 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. - 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. 	Achieved
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	Achieved
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	Achieved
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.	Completed

Principal Services	Objective	Performance Standard	End of Year Review
Place Making	Promote Urban Regeneration of the City and the Waterfront. 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.	URDF Demo Houses projects Living Georgian City Programme; - 33/34 Thomas Street and 58 O'Connell Street advancing both schemes to construction.	33/34 Thomas Street - Achieved 58 O'Connell St. Partly - Achieved
		World Class Waterfront URDF Project; - Finalising Arthurs Quay Framework Plan, which will inform the future growth and development of this area. - 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.	Partly Achieved Partly Achieved Partly Achieved
	Implementation of the Limerick Wayfinding & Orientation Strategy	- Installation of the Wayfinding Signage Phase 1 complete	Completed
	O'Connell Street Revitalisation	- Final account agreed for Phase 1 scheme	Achieved
	Market Quarter	- Design Team appointed for Public Realm and Food Hub Projects.	Partly Achieved
	Abbeyfeale Public Realm Scheme	- Demolition of dwelling at the junction of New	Completed

Principal Services	Objective	Performance Standard	End of Year Review
		Street and Colbert Terrace - Phase 1, 400 meters on the N21 Killarney Road and Grove Crescent Car Park upgrade during 2024	Not commenced due to funding shortfall
	LIHAF Road Stage 2	- Road Opened in Q1 2024 and final account agreed	Achieved
	LIHAF Road Stage 3	- Progress Stage 3 through Planning	Partly Achieved
	<u>Great Streets and Laneways</u> - Cruises Street - O'Connell Street Phase 2 - Denmark Street / Robert Street - Patrick Street - Laneway Project	- Appoint Design Team and advance all projects to Part 8	Partly Achieved
Water Quality	Protect and improve water quality status of surface and groundwater's in accordance with the River Basin Management Plan.	Achieve monitoring requirements specified in the Environmental Inspection Plan (RMCEI).	Achieved
Air Quality	Maintain and review on an ongoing basis the network of air monitors.	Provide real time air quality data to the public.	Achieved
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.	Achieved

Principal Services	Objective	Performance Standard	End of Year Review
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.	Ongoing
Landfill Operation and Aftercare	Manage the aftercare of landfill.	Progress remediation of Closed landfills. Ensure compliance with EPA Licence sites.	Achieved
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.	Achieved
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	Achieved
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.	Achieved
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>LACAP is adopted by Limerick City and County Council.</p> <p>Climate Action Steering Group (CASG) is established, and implementation teams have commenced implementation of the actions.</p>	<p>Climate Action Plan adopted April 2024</p> <p>CASG established as part of the Senior Forum. Implementation teams established in Environment Section and through the Energy Management</p>

Principal Services	Objective	Performance Standard	End of Year Review
	<p>Secure finance to support the ambitions set out in the LACAP</p> <p>Administer the Community Climate Action Fund.</p>	<p>Number and value of successful applications made.</p> <p>Number and value of grants administered.</p>	<p>Team.</p> <p>Funding secured through Creative Ireland to support communities.</p> <ul style="list-style-type: none"> 19 projects €750,000
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>	<p>Uploaded in September</p> <p>Energy audits carried out in 3 main buildings</p> <p>Energy Unit established and funding agreement in progress 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.	Partly achieved, Issues with funding for some projects.
	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.	Partly achieved, funding constraints for some projects

Principal Services	Objective	Performance Standard	End of Year Review
	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.	Achieved. New Parks structure in place
	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.	Achieved. New Cemeteries structure in place
	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.	Achieved
	To build on tree planting programme and identify sites for planting.	Number of sites and number of trees planted in 2023.	Ongoing and dependent on available budget
	To continue seeking roundabout sponsorship for city and county.	Number of sponsorships secured in 2023.	Four additional sponsorships secured in 2024
	To identify and deliver natural play areas in city and county.	Number of natural play areas delivered.	Delivered project in Adare Park
	To advance Go Green Routes project.	Progress project in accordance with identified timeline.	Achieved
	To deliver grass cutting services for the city and county.	Improvements in quality of service to the public.	Achieved. Service partly taken over by Council.

Principal Services	Objective	Performance Standard	End of Year Review
Litter Management	<p>Implement the Council Litter Management Plan.</p> <p>Bring Draft Litter Management Plan to Council for Adoption.</p>	<p>Achieve objectives of Litter Management Plan. No. of Closed Litter cases. No of Enforcement Cases</p> <p>Plan Adopted at Full Council</p>	<p>Achieved in line with Recommended Minimal Criteria for Environmental Inspections (RMCEI) targets</p> <p>Achieved</p>
Veterinary Service	Delivery of veterinary public health objectives.	Implementation of the Service Level Agreement with the Food Safety Authority of Ireland.	Achieved
	Provide Dog Control Service.	Provide and operate a Dog Shelter/Implement legislation on Dog Control.	Achieved
	Regulate Dog Breeding Establishments.	Implement legislation on Dog Breeding establishments.	Achieved
	Provide Horse Control Service.	Implement legislation on Control of Horses in public areas.	Achieved
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);	
		Kings Island Flood Relief Scheme (KIFRS) Advance in Q2 2024 to construction.	Construction commenced in Q4 2024
		Limerick FRS: - Stage I – Options Assessment, Scheme Development and Design	Partly achieved

Principal Services	Objective	Performance Standard	End of Year Review
		advance to 90% completion.	
		Adare FRS: <ul style="list-style-type: none"> - Stage 1 – Close out of stage 1 inc. final account - Stage 2 - Planning and Responses to ABP. Advance CPO 	Partly achieved Stage 2 - 50% achieved
		Athea FRS: <ul style="list-style-type: none"> - Stage I – Options Assessment, Scheme Development and Design advanced to completion - Stage II - Planning progress to 30% completion. 	Partly achieved Achieved