

Annual Service Delivery Plan 2026

Limerick City and County Council

Introduction

In accordance with the provisions of Section 134 (A) of the Local Government Act 2001 (as inserted by section 50 of the Local Government Reform Act 2014) each local authority is required to prepare an Annual Service Delivery Plan setting out the principal services that the local authority intends to deliver in the relevant year.

The plan is prepared annually for each financial year. Its purpose is to outline the services that Limerick City and County Council intend to deliver to the public during the year, in line with best practice and the performance standards set for service delivery.

The plan aligns with and reflects the provisions of Budget 2026, adopted by the elected members on 21st November 2025. The Plan also sets out relevant national performance indicators, as monitored by the National Oversight and Audit Commission (NOAC), supplemented by local performance indicators, and targets against which service delivery will be evaluated in 2026.

The Corporate Plan sets out the Mission, Vision, Corporate Objectives and supporting strategies of Limerick City and County Council over the 5-year term of office of the Council.

Those supporting strategies direct the Annual Service Delivery plan and determine the principal service objectives and priorities for each individual year.

The delivery of these service objectives is further developed and supported through more detailed Team Plans at functional business unit level and Personal Development Plans at individual staff member level.

In preparing this document, the Council has taken account of plans, statements and strategies that set out the policy framework within which the Local Authority operates, and in particular the following:

- The Annual Budget 2026
- The Corporate Plan 2025 - 2029

- Mayoral Programme ‘More for Limerick 2024 – 2029’
- Local Economic and Community Plan for Limerick City and County Council 2023 – 2028
- Limerick Development Plan 2022 -2028

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Our Vision

Limerick City and County Council will be the main vehicle of governance and public service at local level through a thriving, inclusive, solution focused and forward thinking Council - rooted in democracy, respect, trust, innovation and sustainability. The Mayor, and Director General will work collectively with the Príomh Chomhairleoir and Councillors as community leaders and strategic policy legislatures.

Our Mission

To work collectively with a shared belief in delivering open, high-quality governance and services that empower our community, driving smart growth, promoting accessibility and ensuring a strong, resilient, sustainable and connected Limerick for future generations, working to leave no-one behind while upholding the highest standards of integrity, transparency and accountability

Our Values

- Delivering Essential Services

We are committed to serving the common good by delivering continuous improvement in our services to our communities and businesses every day.

- Public Good

Delivering for the public good is what drives us. This Council is guided by the democratic mandate of the Mayor and all its Elected Members, ensuring decisions reflect the voice of the people. It is at the heart of everything we do. We want to ensure our decisions are guided by integrity, transparency and accountability to build trust. Efficiency and value guide responsible use of resources and high-quality service delivery that meets the needs of all. Our inclusive approach means that everyone in Limerick, City and County—of all ages, backgrounds and abilities —has a voice and an opportunity to thrive. Our focus on sustainability and resilience aims to safeguard Limerick for future generations.

- Respect and Responsibility: Give Respect, Get Respect, Be Responsible

Respect underpins how we engage with our people, our place, and our past. We are committed to inclusive policies that reflect the diverse needs of our communities, including age-friendly strategies and universal design. We actively listen, create space for all voices, and honour difference. We preserve Limerick’s cultural richness and heritage while embracing progress. We lead with respect and take responsibility for our actions—for each other, and for the unique character of our city and county, as well as with the belief in mutual respect to sustain the trust and respect of our communities and people.

- Collaboration

We believe that efficiencies and better outcomes come from working together. We promote active engagement and collaborative partnerships within different units of our organisation and with residents, businesses, community groups and other stakeholders to shape a shared Limerick. By strengthening these connections, we ensure decisions are more inclusive and solutions more effective.

- Ambition

We are driven by bold ideas and innovation to guide our economic, social, digital, cultural and physical development. We strive to be courageous in our ambition for Limerick by creating the space for transformation, growth and untapped potential, actively building a better future for everyone in Limerick.

Our Strategic Objectives

Limerick City and County Council commit to:

1. Being a dynamic and responsive organisation that provides the highest quality public services to meet the needs, ambitions and potential of the people of Limerick.
2. Driving the priorities of all of our Elected Representatives through our Corporate Plan while ensuring that no part of our population is left behind.
3. Being an accountable, inclusive and high-performing organisation embedding a values-driven, collaborative and accountable organisational culture that empowers and values staff, supports innovation and reflects our commitment to public service excellence for Limerick.
4. Championing our unique cultural and heritage assets as pillars of community identity and development, with placemaking being fostered to promote community well-being creating healthy and vibrant communities.
5. Enhancing Limerick's competitive advantages such as its location, creating further regional and international connectivity by delivering a best-in-Ireland local commuter rail and bus network to attract and sustain investment and create new job opportunities in the decades to come.
6. Maximising the opportunity to Limerick in the new legislation, through engagement with a wider range of government stakeholders, especially Ministers and Government Departments through the Limerick Mayoral and Government Consultative Forum.
7. Having the United Nations Sustainable Development Goals at the heart of the Council.
8. Embracing digital technologies to improve service delivery, empower communities, and drive economic growth.
9. Ensuring high standards of governance, transparency, accountability and value for money in all council activities.

10. Developing and maintaining high-quality infrastructure to support the Mid-West Region's growth.

11. Ensure that the voices of community and, especially older people, are fully heard as policies for Limerick are developed.

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Mayoral Programme – 2026 Priority Focus Areas



Housing	City Centre	Transport	Economy & Tourism	Development
<ol style="list-style-type: none"> 1. Housing plan and target delivery transparency <i>(Vincent Murray)</i> 2. SMART homes <i>(Vincent Murray)</i> 3. Voids <i>(Vincent Murray)</i> 4. Vienna housing <i>(Vincent Murray)</i> <ul style="list-style-type: none"> - Kilmallock - Abbeyfeale - Hyde Road - AHB protocol 	<ol style="list-style-type: none"> 5. Core city centre plan (3-4 years) <i>(Owner TBC)</i> 6. Northside Park <i>(Brian McCarthy)</i> 7. Georgian Limerick <i>(Owner TBC)</i> <ul style="list-style-type: none"> - Greening - Retail (Roches Street) 8. LDA sites <i>(Vincent Murray)</i> <ul style="list-style-type: none"> - Colbert Quarter - Gas works 9. Limerick Twenty Thirty <i>(Matthew White)</i> <ul style="list-style-type: none"> - Opera Square - Cleeve's site 	<ol style="list-style-type: none"> 10. City centre transport plan <i>(Patricia Liddy)</i> 11. Rail <i>(Patricia Liddy)</i> <ul style="list-style-type: none"> - Moyross - Adare - Colbert spur 12. Active Travel <i>(Patricia Liddy)</i> <ul style="list-style-type: none"> - TUS - South Circular Road 13. Roads <i>(Patricia Liddy)</i> <ul style="list-style-type: none"> - University Way - Adare bypass 	<ol style="list-style-type: none"> 14. Arthur's Quay <i>(Patricia Liddy & Sean Lenihan)</i> <ul style="list-style-type: none"> - Tourism office - Game Cube 15. Christmas 2026 <i>(Sean Lenihan)</i> 16. Upcoming Events <ul style="list-style-type: none"> - Ryder Cup <i>(Stephane Duclot)</i> - EuroPride <i>(Sean Lenihan)</i> 17. Discover Limerick DAC <i>(Matthew White)</i> 18. SME Action Plan <i>(Sean Lenihan)</i> <ul style="list-style-type: none"> - Innovate DAC 	<ol style="list-style-type: none"> 19. King's Island Pilot <i>(Joe Delaney)</i> <ul style="list-style-type: none"> - Flood protection - Regeneration pilot health programme - Bloomberg LSE initiative 20. Fashion Incubator <i>(Sean Lenihan)</i> 21. Kilmallock <i>(Brian McCarthy & Sean Lenihan)</i> <ul style="list-style-type: none"> - Merchant house - Land purchases 22. Abbeyfeale plan <i>(Owner TBC)</i> 23. Transport Oriented Development (TOD) <i>(Stephane Duclot)</i> <ul style="list-style-type: none"> - Patrickswell - Southill 24. Health equity project <i>(Joe Delaney)</i>

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Organisational Structure



Corporate Services, HR & Organisational Development Directorate

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

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Principal Services and Financial Resources

The table below sets out the Principal Services to be delivered, and the budgetary provision adopted by the Members of Limerick City and County Council in Budget 2026 to fund these services:-

Principal/ Budget Service	Service Description	Total €
D05	Tourism Development and Promotion	€1,167,238
D09	Economic Development and Promotion	€35,000
F02	Operation of Library and Archival Service	€226,388
F05	Operation of Arts Programme	€33,200
H04	Franchise Costs	€132,542
H05	Operation of Morgue and Coroner Expenses	€454,437
H08	Malicious Damage	€18,061
H09	Local Representation/Civic Leadership	€3,079,285
H11	Agency & Recoupable Services	€1,488,047
J02	General Corporate Services	€5,631,440
J04	Print/Post Room Services	€152,000
J05	Human Resources Function	€3,312,369
J07	Pensions and Lump Sum Costs	€21,093,135
J08	Area Offices	€207,598
Total		€37,030,740

Principle Service Objectives

The table below sets out the service delivery objectives for the principal services that will be delivered during 2026:-

Principal Services	2026 Key Deliverable/Outcomes
Ensure best recruitment practice is followed, and that the human resource needs of the organisation are met	95% of vacancies filled
Preparation of a Workforce Plan to o build workforce capacity, strengthen organisational culture and support the delivery of high quality, citizen focused services across the Council to better align workforce capacity with Council Policy and Corporate Plan	Workforce Plan in place by end Q2
Create a culture of continuous learning and development and advance equality and wellbeing	95% of staff attending assigned course
Empower and enable our managers and supervisors by supporting and monitoring the operation of PMDS	All PDPs are in place and managers have engaged with staff and agreed roles and objectives for 2026
Continue to promote positive employee relations and engagement and good industrial relations	All formal Grievance and Disciplinary cases actioned within 4 weeks,
Drive service innovation and service design to enhance efficiency.	Implementation Business Process Automation & Online Forms Migration
Drive service innovation and service design to enhance efficiency.	Expanded Use of the Employee App (Council Connect) to Enhance Internal Communication. 100% of staff with council phones registered on the staff app.
Marketing of Limerick City and County	A New Marketing Strategy is to be prepared in 2026 - With sub brands like Golf Limerick to be launched
Social Media Management	Continue to promote Limerick through Limerick.ie socials and promote the Council through Council socials
Limerick.ie website - Updating - Improve - Continue	Includes the management and development of Limerick.ie, the official digital platform for information, services and promotion of Limerick

Principal Services	2026 Key Deliverable/Outcomes
Internal and External Communications	The Communications team will manage all internal and external communications: including media and public relations; social media; reputation management and crisis communications as well as all content on the Limerick.ie platform.
Support Councillors in 3 Municipal Districts & Metro and support the democratic mandate of Elected Members	Facilitate the policy-making role of the Elected Members and support the Members in exercising their democratic mandate, including complying with obligations under the Local Government Act, 2001.
Support MD Directors & MD staff to support Councillors	Facilitate the policy-making role of the Elected Members and support the members in exercising their democratic mandate, including complying with obligations under the Local Government Act, 2001.
Develop strategic role of Príomh Chomhairleoir Office	Facilitate the policy-making role of the Elected Members and support the members in exercising their democratic mandate, including complying with obligations under the Local Government Act, 2001.
Continue to Improve customer service quality to the Elected Members and the public.	Prompt response to all Elected Member queries and implement response times in accordance with our Customer Charter.
Increase online service availability while maintaining person-to-person access to services.	Implement and improve digitised process while also supporting front line activities
Enhance the flow of information between the Executive and Elected Members to include the Register of Orders made by the Mayor or the Director General be up to date and available on SharePoint (or any other electronic platform) for inspection by the Members to include the order, memo and all other supporting documentation in line with GDPR and FOI.	New Online Order system will be implemented in Q2 2026
Deliver more Civic Programmes/Events	To organise Civic Receptions/Events, in accordance with the Local Government Act 2001, as amended, to promote and acknowledge the achievements of Limerick's citizens.

Principal Services	2026 Key Deliverable/Outcomes
	Develop an agreed Civic Protocol.
Embed good governance and ethical conduct.	Adherence to statutory requirements set out in Part 15 of the Local Government Act 2001, as amended, and the Code of Conduct, to maintain high standards and public trust.
Implement the 7 core principles of corporate governance set out in the Code of Corporate Governance for Local Authorities	Adherence to the Code of Corporate Governance for Local Authorities
Maintain corporate risk management framework	Implement best practice in Corporate Risk Management.
Implement effective Internal Audit function to ensure best practice	Support role of ARC and implement Internal Audit Workplan
Operate supports to Office of the Mayor	Develop supports for Office of Mayor to facilitate Executive and Mayoral role.
Ensure statutory compliance (GDPR, FOI, PD)	Adhere to statutory requirements in relation to the FOI Act 2014, General Data Protection Regulation (GDPR) and the Data Protection Act, 2018. Implement measures and monitor data protection and information management compliance across the organisation.
Deliver inclusive communications with the Elected Members and the public.	Website visits. Social Media engagement. Engagement with elected members. Press releases issued. Press queries responded to.
Ensure Best Practice in Health and Safety	Maintain ISO Accreditation ISO 45001:2018
Support best practice in procurement	Compliance with Limerick City and County Council's Procurement Policy 2024-2028
International Outreach	Support twinning and sister cities to develop Limerick's role on an international platform and support economic and cultural learning, innovation and exchange.

Economic, Tourism, Culture, Property and Corporate Buildings Directorate

National Oversight and Audit Commission (NOAC) Indicators for Economic, Tourism, Culture, Property and Corporate Buildings Directorate.

Relevant NOAC Indicators	
L1	Library visits and issues
L2	Library Service
J1	Number of Jobs Created
J2	Trading online Vouchers
J3	Number of mentoring recipients
J4	Tourism
J5	Economic Development

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 2026 to fund these services:-

Principal/ Budget Service	Service Description	Total €
A09	Housing Grants	€7,157,892
D04	Industrial and Commercial Facilities	€75
D05	Tourism Development and Promotion	€251,129
D06	Community and Enterprise Function	€35,000
D09	Economic Development and Promotion	€6,505,037
D10	Property Management	€1,127,869
F02	Operation of Library and Archival Service	€5,092,130
F04	Community Sport and Recreational Development	€30,000
F05	Operation of Arts Programme	€4,679,730
F06	Agency & Recoupable Services	€3,310
H11	Agency & Recoupable Services	€200,000
J01	Corporate Building Costs	€3,009,479
J08	Area Offices	€500
Total		€28,092,150

Principal Service Objectives -

The table below sets out the service delivery objectives for the principal services that will be delivered during 2026:-

Principal Services	2026 Key Deliverable/Outcomes
Corporate Buildings	
Customer Service	Develop an online system to manage and collate information on staff service requests by Q4 2026 Promote the use of public spaces in civic/corporate buildings, such as Istabraq Hall
SEAI Pathfinder Project- Corporate Headquarters, Merchants Quay Civic Offices, Dooradoyle Lissanalta House	Progress Pathfinder applications to retrofit main corporate buildings. Appoint an Integrated Design Team in Q3 2026 Appoint an Independent Emery Consultant in Q3 2026 Complete Investment Grade Audits for Civic Offices, Dooradoyle and Lissanalta House, Dooradoyle in Q2 2026 (Investment Grade Audit for Corporate Headquarters, Merchant's Quay completed in 2025).
Facilities Management Contract – Apleona Ireland Ltd.	Carry out Quarterly Reviews with Apleona Ireland Ltd. and implement improvements identified in subsequent quarter
Cleaning Contract – Grosvenor Services	Carry out Quarterly Reviews with Grosvenor Services and implement improvements identified in following quarter
Staff Car Parking	Assign car parking spaces that become available during 2026 within 5 working days. Replace outdated CCTV cameras in MQ and upgrade lighting to enhance overall security in Q3 2026 Enhance the hard and soft landscaped areas of car parking and remove barriers to pedestrian movement through the space in Q3 2026
LCCC Landlord Role	Review LCCC's performance as a landlord quarterly where LCCC leases office space to third parties

Principal Services	2026 Key Deliverable/Outcomes
LCCC Tenant Role	Review the performance of LCCC landlords quarterly where LCCC leases space from third parties, e.g., Carlton House, Henry Street
Corporate Headquarters, Merchants Quay - Capital Projects and Minor Works	Construct a 50 seat staff canteen in the former Small Exhibition Area by Q3 2026 Upgrade the Council Chamber 20 No. Elected Member bench. Provide new top with power and USB points at each desk by Q2 2026
Civic Office, Dooradoyle, - Capital Projects and Minor Works	Fit-out new canteen in the existing location by Q3 2026 Replace end of life access control system Reconfigure two areas on the Ground and Second Floors to Meeting Rooms from their current uses as office and storage space
Former Tourist Office, Arthur's Quay	Carry out refurbishment works on the former tourist office in Arthur's Quay in Q2 and Q3 2026 to facilitate future use
Economic and Tourism Development	
<i>Economic</i>	
Consolidate business investment in Limerick to create employment opportunities for the citizens of Limerick.	Growth in the job announcements from year to year. Conference delivery - Futura Innovation Conference / WIRE etc.;
Continue to work with Industrial Development Agency (IDA) and Enterprise Ireland (EI) and Local Enterprise Office (LEO) to provide concierge services to their client	Number of jobs created and introductions made
Keeping and growing our talent	Enhanced opportunities through collaboration with Mid West Regional Skills Forum and education institutions; Partnerships with Universities and Technical institutes to facilitate innovation, tech transfer and student exchange

Principal Services	2026 Key Deliverable/Outcomes
	to allow local business to stay competitive. Research and development collaborations to foster innovation.
SME and Indigenous Focus to drive growth in the SME sector	Enhanced and expanded SME sector. Adopted SME Action Plan. Progress on implementation of high priority actions for SMEs identified in SME Action Plan.
Enhance the marketing of Limerick both domestically and internationally	Host and conduct international visits promoting Limerick as an investment location. Welcome to Limerick Feasibility Study.
City and Town Centre Retail Development	Enhanced Promotion of Limerick City Centre and county towns as a retail opportunity. Reduced vacancy, improved shopfronts. Expanded Limerick Gift Card. City Centre Retail Strategy delivered and adopted. Cinema feasibility delivered. High Street Innovator Competition.
City Centre Night Time Economy enhancement / diversification	Development and expansion of 'Twilight Thursdays'. Incorporation of Limerick at Night programme to Civic and other festivals. Implementation of NTE Action Plan. Progress with activating Royal Cinema as a city centre film / performing arts location
European Union (EU) Programmes	Develop Corporate EU Funding Strategy; Identify and build relationships with potential partners and identify new potential EU projects that line up with Council objectives and needs
Develop philanthropic support fund for social enterprises	Support Rethink Ireland securing philanthropic contributions. Launch call for proposals under More for Limerick Social Enterprise Fund. Allocated funding.
Enhance Creative and Design Sector in Limerick	Progress Museum and Fashion incubator concept via the Limerick Fashion Incubator Steering Group; Work with FORGE Design to create cultural quarter around Kings Island.
<i>Tourism</i>	
To build and grown Festivals and Events offering in Limerick	A range of festivals and events planned and successfully implemented; Prepare a Festivals & Events Implementation Plan. Deliver Civic Festivals including St.Patrick Day Festival; Riverfest; Halloween and Christmas 2026; Procure and deliver a Christmas Market at O'Connell Crescent for Christmas 2026 in consultation

Principal Services	2026 Key Deliverable/Outcomes
	with key stakeholders including the Mayor and Metropolitan Council Christmas Sub-Group; Deliver a SlowTourism Food Festival; Support a significant music Festival; Put structure in place and investigate funding options to deliver Europride 2028; Deliver 2026 / 2027 Festival and Events Grant Scheme. Insurance framework for small festivals and events reviewed.
Tourism Strategy delivery and implementation.	To deliver on the actions in the Limerick Tourism Development Strategy 2025 – 2030 in partnership with Fáilte Ireland, Tourism Ireland, Waterways Ireland, Ballyhoura Development Company, Munster Vales, West Limerick Resources and actively engage with stakeholders across all sectors.
To promote and develop Limerick as a place to visit.	<p>Work with Marketing and Communications on the implementation of various Tourism initiatives and attractions, including Limerick Greenway and Discover Limerick PASS; Golf Limerick;</p> <p>Engage with Tourism businesses and support their attendance at trade shows, and online promotion platforms; Complete feasibility studies for various projects that will grow the Tourism offering for Limerick;</p> <p>Continue to work with Fáilte 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>
Work with Tourism Stakeholders	Work with colleagues internally on the continued development of Nicholas Street and Kings Island Tourism initiatives.
Engage with Discover Limerick DAC	Continue to support the work of the DAC, collaborating on initiatives and projects being led by the DAC.
Ensure a variety of tourism projects are developed and ready for submission when	Working across Directorate to deliver tourism initiatives to capitalise on funding opportunities through RRDF, ORIS, LEADER, Community Enhancement, Town and Village Renewal, Interreg, Platforms for Growth and

Principal Services	2026 Key Deliverable/Outcomes
external funding opportunities arise	<p>others.</p> <p>To continue to work with State agencies Fáilte Ireland, Waterways Ireland and others</p>
To promote Climate Change and Sustainability in Tourism initiatives	Consider sustainable and restorative initiatives in tourism.
LIBRARY	
Implement National Public Library Strategy 2023-2027: The Library is the Place	<p>Manage and deliver public library service at 16 No. branch locations and mobile Library vehicle as per requirements of LGMA Libraries Development – NOAC Indicator L1</p> <p>Deliver Right to Read Action Plan 2026 as per targets set by National Strategic Policy Committees of LGMA Libraries Development.</p> <ul style="list-style-type: none"> • Ireland Read Day Q1 – 1 showcase event / 15 promotional posts on social media platforms • Spring into Storytime Q2 – 50 No Storytime events across branch network targeting over 900 participants. • Little Library Bag Project targeting 4 –6 year olds starting school in Limerick in 2026./ • Summer Stars Q – 2700 participants / 100 in library events / 2500 attendees at events • Childrens Book Festival Q4 – 50 events in libraries / 1500 participants • Family Time at your Library Q4 – 20 events in libraries / 550 participants. • Promote Library services to Early Learning & Care Centres across Limerick Q1 –Q4 Target 10 outreach visits / 70 ELC class visits to libraries. • Deliver Library offer to Primary schools across Limerick Q1 –Q4 Target 800 class visits • Promote Library services to Secondary schools across Limerick Q1 – Q4 Target 20 class visits / 5 outreach presentations.

Principal Services	2026 Key Deliverable/Outcomes
	<p>Deliver Skills for Life Action Plan 2026; Digital Literacy, Financial Literacy, Media Literacy, Health Awareness, Sustainable Living. Age Friendly Libraries. as per targets set by National Strategic Policy Committees of LGMA Libraries Development. Target 24 workshops across Library Network Q1 to Q4</p> <p>Deliver Healthy Ireland at your Library 2026: Stock development and programme of events as per targets set by National Strategic Policy Committees of LGMA Libraries Development. Target 75 events / workshops across library network.</p>
Progress new City Library at Opera Development	<p>Submit final stage 4 of 4-stage approval process with Dept of Rural and Community Development and Gaeltacht – Q1</p> <p>Reference Mayoral Programme Priority Objective No 9 for 2026</p>
Maintain and Improve Library branch network	<p>Open Library with enhanced services at Askeaton East Square Q1</p> <p>Deliver new Mobile Library Vehicle Q3</p> <p>Complete upgrade works to Dromcollogher Library Q3</p>
Prepare new Library Development Plan 2026 - 2030	<p>Present progress update of People Place Platform: Limerick Libraries Development Plan 2021 – 2026 to SPC – Q1</p> <p>Commence new Library Development plan to cover new 5 year period (2026 – 2030) in Q4</p>
Deliver Europe Direct Information Centre and Communication plan at City Library	<p>Deliver Europe Direct Service and accompanying programme of events from City Library as per targets set by Framework Partnership Agreement between LGMA Libraries Development and the European Commission</p> <p>Deliver programme marking Ireland presidency of EU during Q2 - Q4</p>

Principal Services	2026 Key Deliverable/Outcomes
<p>Deliver programme of Commemorations focused on Limerick History and Heritage</p>	<p>Deliver year-long local authority commemorative programme for Limerick as per Dept. of Culture Communication and Sport Initiative Q1 to Q4</p> <p>Deliver state led commemoration of the Dromcollogher Fire Disaster of 1926 - Q3</p>
<p>Innovate and use technology to enhance services</p>	<p>Progress delivery of My Open Library service in Limerick</p> <p>Progress Content Development on www.limericklocalstudies.ie website</p> <p>Implement Library management system upgrade as per National Implementation Schedule determined by LGMA Libraries Development.</p>
<p>Address objectives of Climate Control Action Plan</p>	<p>Collaborate with Climate Action Team on public awareness workshops as per SDG Goals Q1 - Q4</p> <p>Implement Climate Champion across network Q1</p>
<p>GALLERY</p>	
<p>Provide a programme of high standard exhibition and events, developing links with local, national and international artistic communities and institutions</p>	<p>Present the 2026 programme of 8 contemporary & 6 permanent collection exhibitions – Q1 - Q4</p> <p>Facilitate and host 10 seminars, talks, concerts, workshops –Q1 - Q4</p> <p>Facilitate loans from the Permanent Collections to institutions to further development links with local, national and international artistic institutions – Q1 - Q4</p> <p>Respond to queries related to the LCGA Permanent Collections – Q1 - Q4</p>
<p>Update and extend LCGA Strategic Plan for a further 2-year period to 2027.</p>	<p>Revise LCGA Strategic Plan for a further 2 years and present for review</p>
<p>Deliver a Learning and Public engagement programme</p>	<p>Shinnors Scholar in collaboration with TUS is in place working collaboratively with primary schools in developing a programme around the LCGA programme of exhibitions and events – Q1 - Q4</p>
<p>Enhance Gallery presence online with integration within Limerick.ie</p>	<p>Continue to work with colleagues in LCCC/ICT to integrate LCGA onto LCCC website and continued research with ICT in the development of a database for LCGA's collections – Q3</p>
<p>Develop a programme for cataloguing and digitisation of permanent collection</p>	<p>Research, compilation of information related to the LCGA Permanent Collections and contemporary exhibition programme - Q2 - Q4</p>

Principal Services	2026 Key Deliverable/Outcomes
Continue to pursue a virtual presence online in addition to in Gallery experiences	Utilising social media engagements has increased LCGA presence and engagement which promote and encourage gallery visits in person and develop a virtual gallery experience – throughout 2026
Progress LCGA application for Museum Standards Programme for Ireland (MSPI)	Continue to progress LCGA’s application for MSPI (Museum Standards Programme for Ireland) in Q3 - Q4
MUSEUM	
Develop the potential of Limerick Museum	Produce comprehensive programme of engaging exhibitions and events: <ul style="list-style-type: none"> - 15 Exhibitions hosted. - Permanent installation of giant prehistoric antlers as part of Natural History Exhibition. - 15 Exhibition launches. Of these, the most significant is launch of Natural History Exhibition during Heritage Week - Strengthen profile of Limerick Museum through social and other media: <ul style="list-style-type: none"> - 300 daily posts on x and Instagram accounts by years end - 15 exhibitions and exhibitions launches publicised in print, broadcast and social media
Complete next stage of Museum Standards Programme for Ireland application for Limerick Museum	<ul style="list-style-type: none"> - Progress work on next stage of MSPI process - Limerick Museum will submit an application for Interim Accreditation by Q4 2026 <p>This meets 25 of the 34 standards of the MSPI programme</p>
ARTS OFFICE & CREATIVE LIMERICK	
TO DELIVER THE ARTS COUNCIL PARTNERSHIP PROGRAMME OBJECTIVES, PROJECTS AND SUPPORTS	
Support Artists and Key Strategic Organisations	Support Ormston House, Limerick Printmakers, IACC
Support Artists and Key Strategic Organisations	Stony Thursday Book Review and partnership event in Q2
Support Artists and Key Strategic Organisations	Art collection loans in cooperation with HSE MW Hospital Arts Committee. Renewal Q2
Support Artists and Key Strategic Organisations	Artist in Residence programme (St Mary's Cathedral and Limerick Museum) - Call out Q1, completion Q4

Principal Services	2026 Key Deliverable/Outcomes
Support Artists and Key Strategic Organisations	Professional development training programme including VAI programme
Support Artists and Key Strategic Organisations	Support Curator opportunity re Pop Up Gallery at Istabraq Hall, Call Out Q1 Completion Q4
Develop Rural Arts and Excellence	Castleconnell concert series; Delivery Q3 and Q4
Develop Rural Arts and Excellence	Hard Rain Soloist Ensemble Belfast in Kilmallock (including children's workshops) - Delivery Q2
Develop Rural Arts and Excellence	Eigse festival and Poetry award; MOU Q2, delivery Q4
Develop Rural Arts and Excellence	Sliabh Luachra Musician in residence (collaboration with Cork and Kerry Co Councils) Q1 - Q4
Develop Rural Arts and Excellence	Inspirations collective project Lough Gur, performance and exhibition Istabraq and touring in county. MOU Q2, completion Q4
Arts for Children, Young People and Education	Arts Industries in Schools; Callout Q1; completion Q4
Arts for Children, Young People and Education	Support County Limerick Youth Theatre and County Limerick Youth Choir; MOU Q1
Arts for Children, Young People and Education	Represent on steering groups - County Limerick Music Generation; City of Limerick Music Generation. Completion Q4
Arts for Children, Young People and Education	Support Inclusive Dance training and development programme at Dance Limerick - MOU Q1
Culture night and Culture Night Late delivery	Deliver Culture Night events, coordinate programme locally, national portal. Completion Q3
Process LCCC cultural strategy grants and bursaries	Grants under the Arts Act, Individual Arts Bursaries, Theatre Bursaries, Dolores O Riordan bursary-recommendations to Council Q1. Call out for 2027 scheme - October Q4
Process LCCC cultural strategy grants and bursaries	Strategic Fund - leverage new funding opportunities for Limerick practitioners Q1 - Q4
Process LCCC cultural strategy grants and bursaries	Centre Cultural Irlandais, Paris residency (any discipline) Q3; Irish Writers Centre mentorship, closing date Q1 delivery Q3; Performing Arts forum Closing date Q1, Delivery Q2; Tyrone Guthrie Bursary call out Q2
Process LCCC cultural strategy grants and bursaries	Summer schools - Blas, Drama League of Ireland/, meitheal; Call out Q2; Sing Ireland Call Out Q2
Process LCCC cultural strategy grants and bursaries	Music Network teaching residency at Belltable. Delivery by Q4

Principal Services	2026 Key Deliverable/Outcomes
Manage arts properties under the cultural strategy 2016-2030 objectives	Belltable Operation and Management– extend SLA and licence for 2026+ Q1;
Manage arts properties under the cultural strategy 2016-2030 objectives	Manage Limerick Artists’ apartments - ongoing Q1 - Q4
Manage arts properties under the cultural strategy 2016-2030 objectives	Limerick Artist Studios – James’ street. Administer open calls and issuing of licence, ensure proper maintenance services
Manage arts properties under the cultural strategy 2016-2030 objectives	Artists Studios Cappamore: Administer open calls if required during year and issuing of licences
Administer lccc approved contributions to strategic arts organisations	ICO - grant approval and manage payment Q1 - Q4 EVA- grant approval and manage payments Q1 - Q4 Hunt- grant approval and manage payments Q1 - Q4 UCH grant approval and manage payments Q1 - Q4 Dance Limerick - grant approval and manage payments Q1 - Q4
Provide arts and creative test programme in support of the Dromcollogher commemoration	Choral work - music commission; rehearsals with choirs; delivery by Q3
Provide arts and creative test programme in support of the Dromcollogher commemoration	Secondary School - song writing with music generation. Primary school - music with mus gen also. MOU Q1; delivery by Q3
Support the EU Presidency Cultural Programme	(Potentially) Support delivery of 1 project/programme per MD - Grant application to be made by LCCC prior to MOU/delivery by Q4
Research project	Research /survey the number and location of amateur community theatre/drama groups and Musical societies in Limerick city and county Q4
Creative limerick - creative Ireland creative communities programme	Deliver on the objectives of the Culture and Creativity Strategy 2023 - 2027
Creative limerick - creative Ireland creative communities programme	Culture and Creativity team meetings/oversight. 2 per annum to be delivered - Q1 and Q3

Principal Services	2026 Key Deliverable/Outcomes
Creative limerick - creative Ireland creative communities programme	Creative Communities Small Grants Scheme Open Call Q4 2025 and 2026, assessment Q1; projects delivery pre Q4
Creative limerick - creative Ireland creative communities programme	Internal call for projects. Call out Q1, delivery Q3
Creative limerick - creative Ireland creative communities programme	CI Limerick led projects under Culture and Creativity strategy, to be delivered by end Q3
Creative limerick - creative Ireland creative communities programme	Support Future Creators with IACC - MOU Q1
Creative limerick - creative Ireland creative communities programme	Deliver Cruinniú na nOg Q2
PROPERTY SERVICES	
Derelict Sites Administration	Manage derelict sites register and to process the charging of levies as per the Derelict sites Act 1990 <> 190 properties to enter Programme <> 23 CPOs to be commenced
Vacant Homes Administration	VPRG Scheme – new scheme to be administered including over the shop proposals - this is to be managed, and grants issued in 2026 as applications are received -
Property Acquisitions and Disposals	Ensure Compliance with Legislation & SOP for acquisitions, disposals, licence and lease
Property Acquisitions and Disposals	Liaise with LDA re use of LCCC lands
Property Acquisitions and Disposals	Support the Councils Social Housing Purchase priorities for 2026, Buy and Renew, Regeneration, Part Vs
Property Acquisitions and Disposals	Property Interest Register - Digitation programme – all licences and leases to be added to register
Property Acquisitions and Disposals	Orphan Properties - progress to be made on care of these LCCC owned properties – mgt team response due following Mgt Team meeting Feb 2026 <> if no requirement for LCCC use then these should be brought to market for disposal

Principal Services	2026 Key Deliverable/Outcomes
	<> if LCCC use identified then care of building and plans for future use to be assigned accordingly
Property Acquisitions and Disposals	Vienna type model to be agreed both for the RRDF properties (using Abbeyfeale as template) and any other properties deemed suitable, particularly DS properties vested in LCCC.
REGIONAL ENTERPRISE PLAN	
Development of a new Mid-West Regional Enterprise Plan in accordance with Department Guidelines.	Publication of a new Mid-West Regional Enterprise Plan
LIMERICK LOCAL ENTERPRISE OFFICE (LEO)	
Provide financial support packages to businesses in the Limerick region. These include Business Expansion, Feasibility, Priming and Market Explorer.	Approve grant support to 40 clients.
Provide support to businesses to promote new job commitments.	Provision of grant support to assist with 101 new jobs commitment over 3 years.
Deliver Start your Own Business (SYOB) programmes throughout the year, which aim to guide you through the various aspects of business and business planning.	Promote the SYOB course and enrol 108 participants.
Deliver Management Development programmes to business owners/managers to provide them with the skills and knowledge to expand and grow their enterprises through dedicated training programmes.	Enrol a minimum of 108 participants for Management Development Programmes, to be run throughout the year.
Deliver general training across a comprehensive range of	Deliver general training to 864 participants.

Principal Services	2026 Key Deliverable/Outcomes
topics/areas to participants in the Limerick region.	
Provide mentoring assistance to businesses in Limerick with strategic one to one advice and guidance.	Provide mentoring to 324 participants.
Provision of Green For Business, which is a consultancy programme designed to help small businesses in Limerick become more sustainable.	Approval for the provision of 32 Green for Business projects.
Approval of Energy Efficiency Grant, which supports the investment in technologies and equipment of enterprises.	Approval for the provision of 22 Energy Efficiency Grants.
Provision of Digital For Business support, which is a consultancy programme designed to give businesses in Limerick a digital edge.	Approval for the provision of 32 Digital For Business projects.
Approve Grow Digital Vouchers which offer small and medium businesses with up to 50 employees financial support to embrace digital technology.	Approval for the provision of 22 Grow Digital Vouchers.
Provision of Lean For Business which is designed to encourage clients to adopt Lean business principles in their organisations to increase performance and competitiveness.	Approval for the provision of 18 Lean For Business projects.
RD&I Fund is designed to provide support for research,	Approval of 1 RD and I Grant (IP).

Principal Services	2026 Key Deliverable/Outcomes
development, and technological innovation relevant at all stages of company development.	
Provide support and assistance to new exporting businesses for Irish manufacturing and internationally traded services companies looking to succeed in international markets.	Provide support and assistance to 4 new exporting businesses.
Assist and advise clients with business loans through Micro Finance Ireland (MFI).	Assist with the submission of 22 MFI applications.
Assist with the promotion and transition of LEO Clients to Enterprise Ireland where they can avail of further supports.	Assist with transfer of 5 LEO Clients to Enterprise Ireland.
Through the provision of LEO supports and advice to businesses in Limerick, assist with the creation of gross jobs	Assist with the creation of 225 gross jobs in Limerick.
Through the provision of LEO supports and advice to businesses in Limerick, assist with the creation of net jobs	Assist with the creation of 126 net jobs in Limerick.

Environment, Climate Action & Fire Directorate

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
W2	Percentage of registered schemes monitored
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 2026 to fund these services:-

Principal/ Budget Service	Service Description	Total €
B04	Local Road - Maintenance and Improvement	€72,420
C01	Water Supply	€3,526,367
C02	Waste Water Treatment	€1,726,014
C04	Public Conveniences	€159,192
C05	Admin of Group and Private Installations	€3,028,327
C06	Support to Water Capital Programme	€87,083
C07	Agency & Recoupable Services	€35,600
C08	Local Authority Water and Sanitary Services	€20,000
D03	Enforcement	€4,000
D08	Building Control	€140,984
D09	Economic Development and Promotion	€149,357
D11	Heritage and Conservation Services	€5,000
E01	Landfill Operation and Aftercare	€282,752
E02	Recovery & Recycling Facilities Operations	€804,018
E03	Waste to Energy Facilities Operations	€205,758
E04	Provision of Waste to Collection Services	€3,000
E05	Litter Management	€1,047,573
E06	Street Cleaning	€3,693,316

Principal/ Budget Service	Service Description	Total €
E07	Waste Regulations, Monitoring and Enforcement	€1,161,622
E08	Waste Management Planning	€3,591,779
E09	Maintenance of Burial Grounds	€1,644,177
E10	Safety of Structures and Places	€453,937
E11	Operation of Fire Service	€17,927,630
E12	Fire Prevention	€570,527
E13	Water Quality, Air and Noise Pollution	€1,539,954
E15	Climate Change and Flooding	€384,116
F03	Outdoor Leisure Areas Operations	€3,923,730
F04	Community Sport and Recreational Development	€981,196
G04	Veterinary Service	€716,795
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		€47,952,234

Principal Service Objectives -

The table below sets out the service delivery objectives for the principal services that will be delivered during 2026:-

Principal Services	2026 Key Deliverable/Outcomes
FIRE SAFETY	
Enforce fire safety legislation in premises through a programme of inspection and enforcement	<ul style="list-style-type: none"> • Inspect a minimum of 80 inspections of Licenced premises. • Inspect minimum 10 medical facilities in 2026 • Carry out minimum of 20 familiarisation visits of high-risk premises such as apartment blocks, retail units, multi occupied premises, commercial units
Continue to invest in Fire Services across the City and County	<ul style="list-style-type: none"> • Modernise and improve facilities in Limerick City Fire Station. Completion in 2026. • Re-Development of Cappamore Fire Station to commence in 2026. • Improvement works in Newcastle West Fire Station to commence in 2026 • Invest in modern new equipment and PPE including delivery of all new E-Tools for Road Traffic Collisions, new Fire Gear for all operational staff, new fire trucks and appliances
To protect communities from fire and other emergencies, working with partner agencies and in accordance with national policies	<ul style="list-style-type: none"> • Deliver on our Community Fire Safety plan in 2026. • Ensure all emergency calls get a suitable blue light response. • Ensure plans are in place for major incidents in line with the National Major Emergency Management Framework
To ensure safety of users in aquatic environments. (Water Safety)	<ul style="list-style-type: none"> • Manage all lifebuoy in Limerick City & County through inspection & replacements. • Recruit train & supervise 8 lifeguards for the summer season. • Promote Water Safety in Limerick City & County
BUILDING CONTROL	
To ensure compliance with Building Control Regulations	<ul style="list-style-type: none"> • Process all Commencement Notices received in 2026

Principal Services	2026 Key Deliverable/Outcomes
Support the fire safety requirements of the Building Control Act, through providing an efficient Fire Safety Certification process.	<ul style="list-style-type: none"> Assess and process all Fire Safety Certificates lodged in 2026
To ensure compliance with Building Regulations which provide for the safety and welfare of people in and about buildings	<ul style="list-style-type: none"> Inspect a minimum of 15% of new building commencement notices received in 2026
EMERGENCY RESPONSE	
Legal requirement to ensure all personnel are aware of fire safety protocols. Training will improve overall readiness in managing different scenarios, including fires and natural disasters.	<ul style="list-style-type: none"> Complete Training need analysis of 2026 and complete all the required training based on that assessment.
Responsible for extinguishing fires and providing assistance in a range of emergency operations,	<ul style="list-style-type: none"> Ensure an adequate emergency response to all emergency calls in 2026 by ensuring adequate staffing levels, training, equipment, resources etc
MAJOR EMERGENCY MANAGEMENT	
Regional Engagement to ensure all working groups provide a coordinated response to any major incident	<ul style="list-style-type: none"> Attend all Regional Working Group meetings Engage with all relevant sections of the Council to Maintain Major Emergency Plan Complete a Review Mobilisation Procedures
CIVIL DEFENCE	
Maintain sufficient operational readiness and capability, to deliver an appropriate response to civil emergencies and events	<ul style="list-style-type: none"> Participate in and assist with the running of major events in Limerick including Riverfest, Great Limerick Run and St Patricks Day parade. Assist Principal Response Agencies during major weather events as required. Attend a minimum of 50 duties during 2026 to assist with the delivery of various events throughout Limerick Deliver a minimum of 40 training nights.
WATER SAFETY	
Promotion of water safety to prevent drowning on the water.	<ul style="list-style-type: none"> Manage all Lifebuoy in Limerick City & County through inspection & replacements

Principal Services	2026 Key Deliverable/Outcomes
	<ul style="list-style-type: none"> Recruit train & supervise 8no lifeguards for the summer season Promote Water Safety throughout Limerick City & County
ENVIRONMENTAL SERVICES	
Implement the Noise Action Plan	<ul style="list-style-type: none"> Designation of Peoples Park as a Quiet Area, continued work on implementation of Noise Action Plan and work on development of new Noise Action Plan.
Litter Management	<ul style="list-style-type: none"> Implement the Council Litter Management Plan 2023-26, including delivery of ML82 and MP126 of the Mayoral Programme through analysis of waste presentation and formulation of new working model. 2,300 Litter Inspections to be completed this year.
Dog/Horse Control	<ul style="list-style-type: none"> Provide and operate a Dog Shelter/Implement legislation on Dog Control. Number of Dogs seized/ processed through Dog Shelter, number of customer queries closed. Implement legislation on Control of Horses in public areas. Number of complaints responded to. Number of Horses seized at c.100 per annum
Planned and Unplanned Inspections	<ul style="list-style-type: none"> Carry out planned and unplanned (in response to environmental complaints) inspections as per Recommended Minimum Criteria for Environmental Inspection under, Waste, Air Noise and Water Acts and associated regulations. 4,600 non-farm and litter inspections expected to be completed this year.
Regulatory Functions	<ul style="list-style-type: none"> Process applications for Authorisation, reviews under various regulations associated with the Waste management Act, Water Pollution Act, Noise Act and Air Pollution Act. Planning Referrals. Process within statutory time frames.
Dangerous Structures	<ul style="list-style-type: none"> Secure the safety of sites, issue directions under the Sanitary Services Act as required.
Management of Environmental Infrastructure	<ul style="list-style-type: none"> Gortadroma, Longpavement and Historic Landfills. Complete feasibility for Solar Panels at Gortadroma and design required remedial works at Longpavement. Ensure EPA compliance,

Principal Services	2026 Key Deliverable/Outcomes
	Investigate and manage future options. Management and operation of Bring Banks and Civic Amenity Sites
Delivery of the Rural Water Programme	<ul style="list-style-type: none"> Administration of the Grant Programme on behalf of Department of Housing. Number and value of Grants awarded. Deliver Rural Water Investment Programme
Provide Laboratory Services to meet regulatory requirements	<ul style="list-style-type: none"> Deliver Annual Monitoring Programme for Limerick's Private Water Schemes and Water Bodies including reporting on boil notices as requested in Mayoral Programme MH37
Climate Action Plan	<ul style="list-style-type: none"> Submit KPI returns to Local Government Management Agency (LGMA) . Administer the Community Climate Action Programme. Manage District Heating Feasibility Study for the metropolitan area
Energy Management	<ul style="list-style-type: none"> Maintain ISO 50001 Accreditation, Progress Pathfinder applications to retrofit main corporate buildings.
Living Lab Mayoral Programme MP125	<ul style="list-style-type: none"> Continue work on European projects through Interreg and Urbact including works in the Groody Valley
Increase land covered by trees, Mayoral Programme MH39	<ul style="list-style-type: none"> Promote tree planting initiatives such as the Ryder Cup Carbon Offset Project.
Promote Gardening, Mayoral Programme MH40	<ul style="list-style-type: none"> Create Seed packs and distribute through Tidy Towns and Green Schools Network
Water Action Plan	<ul style="list-style-type: none"> Deliver 200 planned farm inspections and 30 non-routine cases. Investigate complaints as they are raised. Complete planning reports as required
Environmental Awareness	<ul style="list-style-type: none"> Continue to provide support to Tidy Towns Groups and Green Schools. Provide grant aid through Going for Gold and advice on the Circular Economy and Biodiversity.
Implement the Biodiversity Action Plan	<ul style="list-style-type: none"> Continue to implement actions as detailed in the Biodiversity Action Plan
Water Services	

Principal Services	2026 Key Deliverable/Outcomes
Public Water Services	<ul style="list-style-type: none"> • The Council will exit all involvement in public water supplies (including wastewater) not later than December 2026 in accordance with the Government decision. • The Council will continue to implement the Master Cooperation Agreement with Uisce Eireann and the Support Services Agreement with Uisce Eireann during 2026. • This will include the orderly wind down of staff still remaining in these services in accordance with staff reassignment protocols.
National Waste Management Plan for Circular Economy 2024-2030	
Implement Work Plan 2 2026-2027 of the National Waste Management Plan for a Circular Economy 2024-2026	<p>Implement Priorities identified on Work Plan 2 as follows:</p> <ol style="list-style-type: none"> 1. Continue to secure the resources needed to maintain continuity of services and accelerate the transition to a circular economy. 2. Maintain the focus on prevention and presentation and promote and facilitate circular activities. 3. Work with key stakeholders to maintain continuity and sustainability of services at all levels of operations.
Metropolitan District of Limerick, Parks & Cemeteries	
City Centre Revitalisation Steering Group – Office of the Mayor	<ul style="list-style-type: none"> • Administer the meetings of the CCRSG and support the delivery of 2 reports in 2026
Improve public space at St Patrick's Well, Garryowen (MP)	<ul style="list-style-type: none"> • Deliver works subject to Mayoral Fund allocation
City Centre Plan	<p>Capture an overall list of actions and projects scheduled across the core city centre for the next 3 to 4 years. In place commencing Q2 2026</p>

Principal Services	2026 Key Deliverable/Outcomes
Improvements at Kennedy Park (Pathways & basketball court) (MP)	<ul style="list-style-type: none"> • Deliver works subject to Mayoral Fund allocation
Advance Mayoral Expert Group for Enhancing Heritage and Green Spaces – Office of the Mayor	<ul style="list-style-type: none"> • Administer the meetings and facilitate the identification of a programme of projects for each of the four Municipal Districts and support the production of associated report.
Community garden at King's Island (MP)	<ul style="list-style-type: none"> • Deliver works subject to Mayoral Fund allocation
Sean Moran Community Garden Hunt Museum (MP)	<ul style="list-style-type: none"> • Deliver works subject to Mayoral Fund allocation
Support Elected Members of the Metropolitan District of Limerick	<ul style="list-style-type: none"> • Continue to develop and support the democratic role of the Elected Members in their performance of their duties as elected representatives. Circa 100 meetings pa.
Implement Burial Ground and Interment Strategy	<ul style="list-style-type: none"> • Progress capital programme for Burial Grounds in accordance with timelines in Burial Ground Strategy. Funding review to be presented by Q2 2026.
Advance Parks Capital Programme to provide sports and play facilities	<ul style="list-style-type: none"> • Deliver Parks capital projects according to budget allocation and prepare pipeline of future projects through consent processes.
Operate and maintain parks and green spaces in the control of LCCC	<ul style="list-style-type: none"> • Maintain existing standards and explore opportunities to improve the offer in our parks. Initiate review of service delivery model via Municipal District Offices by Q3 2026.
Operate and maintain burial grounds in the control of LCCC	<ul style="list-style-type: none"> • Monitor maintenance standards and SLA with Limerick Civic Trust. Initiate review of service delivery model via Municipal District Offices by Q3 2026.
Operate focused cleansing service to the city centre	<ul style="list-style-type: none"> • Maintain existing street cleaning routes. Improve the cleaning regime in the core city centre through full staffing complement and better machinery. Provide concentrated additional cleansing services to support festivals, events and sporting fixtures in the city. • Following the production of the feasibility study on waste collection options for the City Centre,

Principal Services	2026 Key Deliverable/Outcomes
	<ul style="list-style-type: none"> identify implementation measures subject to Mayoral Fund allocation.
Operate a response team for the City Centre	<ul style="list-style-type: none"> Continue to provide a reactive response to identified slip and trip hazards in the core city centre. Identify and deliver bespoke solutions to the physical environment to improve the presentation of the laneways.
Operation of Markets and Casual Trading	<ul style="list-style-type: none"> Operate and maintain the Casual Trading Area at the Milk Market and Casual Trading in support of festivals, events and sporting fixtures via licencing and enforcement.
Continue seeking Roundabout sponsorship including Ryder Cup themes as appropriate	<ul style="list-style-type: none"> Number of sponsorships secured for 2026.
Design Golf related installations for Ryder Cup for City Centre	<ul style="list-style-type: none"> Number of sponsorships secured for city installations for 2026.
Implement Mayoral Projects with allocated funding for 2026	<ul style="list-style-type: none"> Deliver Mayoral Projects as resources are allocated in agreed timeframes.
Implement actions in URBACT GreenPlace Integrated Action Plan	<ul style="list-style-type: none"> Prioritise actions for 2026 as per TDP 2026
Implement Climate Action Plan	<ul style="list-style-type: none"> Monitor progress in the Council's Climate Action Plan through the Energy Management Team

Finance Investment & Governance Directorate

National Oversight and Audit Commission (NOAC) Indicators for Finance Investment & Governance 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
C4	Overall Cost of ICT Provision per WTE
C5	Overall Cost of ICT as a proportion of revenue 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 2026 to fund these services:-

Principal/ Budget Service	Service Description	Total €
A01	Maintenance/Improvement of LA Housing Units	€206,163
A04	Housing Community Development Support	€130,000
A06	Support to Housing Capital Prog.	€613,656
A08	Housing Loans	€1,160,810
A12	HAP Programme	€637,696,067
B05	Public Lighting	€862,459
B06	Traffic Management Improvement	€55,000
B09	Car Parking	€200,000
C01	Water Supply	€45,000
C02	Waste Water Treatment	€30,000
D01	Forward Planning	€600,000
D02	Development Management	€10,000
D05	Tourism Development and Promotion	€450,000
D09	Economic Development and Promotion	€3,669,902
D10	Property Management	€341,032
E01	Landfill Operation and Aftercare	€142,790
E10	Safety of Structures and Places	€62,583
E14	Agency & Recoupable Services	€5,079,309
F01	Leisure Facilities Operations	€50,000

Principal/ Budget Service	Service Description	Total €
H01	Profit/Loss Machinery Account	€150,000
H02	Profit/Loss Stores Account	€31,531
H03	Administration of Rates	€4,196,186
H09	Local Representation/Civic Leadership	€178,159
H10	Motor Taxation	€792,414
H11	Agency & Recoupable Services	€328,091
J01	Corporate Building Costs	€2,573,822
J02	General Corporate Services	€568,624
J03	Information & Communication Technology	€5,211,077
J04	Print/Post Room Services	€91,582
J06	Finance Function	€2,047,901
J08	Area Offices	€126,789
Total		€667,700,946

Principal Service Objectives -

The table below sets out the service delivery objectives for the principal services that will be delivered during 2026:-

Principal Services	2026 Key Deliverable/Outcomes
Establishment and development of NMACS Team. Procurement and implementation of the National Fire Services Mobilisation platform and migration of Fire Services nationally to the platform, ongoing management of delivery of system to agreed standard	<ul style="list-style-type: none"> • Recruitment of appropriate resources to NMACS team development • Successful delivery of National Command and Control Platform in Munster Region (Redundant operation at 99.99% availability) • Successful delivery of National Command and Control Platform in Western Region (Redundant operation at 99.99% availability) • Migration to delivery of National Command and Control in Eastern Region over 2026/2027
The NMACS National platform is Critical National Infrastructure. The availability of this infrastructure is supported by its redundant design and NMACS's rapid response Team across the State.	<ul style="list-style-type: none"> • Maintain the systems availability across the State at 99.99% availability
Number of emergency calls received (20,000 emergency calls approx.) Maintain ISO 9001:2015 Standard Certification.	<ul style="list-style-type: none"> • Annual NSAI Certification of ISO9001:2015 standard in MRCC
Housing Assistance Payment Financial Transactional Shared Services for the Local Government Sector	<ul style="list-style-type: none"> • Process all valid tenancies within five days of receipt- Weekly Tenant Rent Run – Ave €2.7m per week • Monthly Landlord Rent Payment to be processed for last Wednesday of month – Ave €50m per month
Maintain all new and existing HAP tenancies	<ul style="list-style-type: none"> • It is estimated that there will be 45,000 active HAP tenancies in 2026. • Up to 50,000 amendments are expected to be processed in the year, and all

Principal Services	2026 Key Deliverable/Outcomes
	<p>amendments will be handled within seven days of receipt.</p>
<p>Maintain ISO 9001:2015 Standard Certification</p>	<ul style="list-style-type: none"> • Q1 NSAI External Audit scheduled • Q2/Q3 Customer Satisfaction Survey conducted for Local Authorities and Landlords • Monthly internal audits for Q2, Q3, and Q4 are conducted in each section
<p>Debt Management, manage accounts efficiently maintaining a proactive approach to debt collection in-line with Ministerial guidelines.</p>	<ul style="list-style-type: none"> • Maintain debt collection rate (>95%) • 99% collection rate at the end of 2025 • HAPSSC to provide Quarterly Reports to Dept within 15 days of new quarter • HAPSSC to provide weekly reports to Department on HAP Arrears and monthly reports on the Landlord Guarantee Scheme
<p>Process 7,000 new HAP applications (set by department of Housing, Local Government & Heritage for Local Authorities) in a timely manner in accordance with MOU's</p>	<ul style="list-style-type: none"> • Weekly Tenancy Processing – Ave 110 per week • Process all valid tenancies within 5 days of receipt • HAPSSC to provide weekly and monthly reports on Tenancy set up, Homeless Hap and Placefinder
<p>Deliver accessible, secure and reliable public -facing digital services during 2026.</p>	<ul style="list-style-type: none"> • Design and procure a new website platform.
<p>Introduce AI to improve efficiency and innovate activity</p>	<ul style="list-style-type: none"> • Roll out AI policy for LCCC and licensing for testing of AI.
<p>Enable priority digital governance and performance tracking during 2026.</p>	<ul style="list-style-type: none"> • Introduce ORCA in Q1 and develop CoPlan.

Principal Services	2026 Key Deliverable/Outcomes
<p>Improve organisational efficiency and service delivery during 2026 by digitising priority internal workflows, forms and records, including SharePoint and Purview foundations, enabling responsible AI use through governance and oversight (MP63), convening expert oversight to guide AI-driven smart-city and service improvement activity where appropriate (MP56), progressing practical pilots into operational improvements (MP57), and supporting AI-focused skills and training partnerships that build organisational capability (MP61).</p>	<ul style="list-style-type: none"> • Demonstrable progress during 2026, evidenced through the delivery and operation of digitised processes, established governance for AI use, and increased organisational capability.
<p>Operate, sustain and develop public-realm CCTV services during 2026, including existing CCTV operations and newly authorised community CCTV schemes, supporting community safety, enforcement and compliant evidence handling (ML35).</p>	<ul style="list-style-type: none"> • Demonstrable progress during 2026, evidenced through the stable operation and incremental enhancement of public-realm digital safety infrastructure.
<p>Support broadband and telecommunications connectivity</p>	<ul style="list-style-type: none"> • Demonstrable progress during 2026, evidenced through delivery and operation of connectivity initiatives, partnerships and enabling infrastructure
<p>Strengthen cybersecurity & compliance (NIS2/GDPR)</p>	<ul style="list-style-type: none"> • Run monthly cyber awareness & phishing simulations with remedial training (Q1–Q4 2026)
<p>Ensure resilient operations & continuity of all systems</p>	<ul style="list-style-type: none"> • Perform monthly backup test restores with ≥98% success; publish schedule and metrics (Q1–Q4 2026)
<p>Modernise communications & collaboration</p>	<ul style="list-style-type: none"> • Telephony transformation: complete requirements & RFP Q2; pilot Q3; phased rollout Q3–Q4; retire legacy PBX
<p>Equip and support staff with modern tools</p>	<ul style="list-style-type: none"> • Device refresh: replace pre-2020 laptops; update asset register; secure disposal in line with policy (Q1–Q4 2026)

Principal Services	2026 Key Deliverable/Outcomes
Microsoft Copilot & AI: complete technical readiness; governance & training;	<ul style="list-style-type: none"> • Achieve 100% rollout by Q4 2026
Optimise business systems & data governance	<ul style="list-style-type: none"> • Agresso SaaS migration readiness with Finance/vendor; progress integrations and UAT; life-support plan for go-live
Datacentre renewal	<ul style="list-style-type: none"> • Complete by end Q3 2026
Governance, risk & compliance (GRC)	<ul style="list-style-type: none"> • Active Directory audit: reconcile with CORE HR; remove stale accounts; streamline JML by end Q2 2026
Service Desk Services	<ul style="list-style-type: none"> • Desk tickets of less than 15 hours for at least 90% of tickets. (22000 per annum)
Infrastructure Support Services	<ul style="list-style-type: none"> • Timely upgrade and replacement of infrastructure hardware and software in line with lifecycle and security requirements.
Backup and Recovery Services	<ul style="list-style-type: none"> • Zero unscheduled downtime of Council ICT infrastructure attributable to backup or recovery failures.
Communications & Collaboration Services	<ul style="list-style-type: none"> • Migration of the Council's telephony system from Primary Rate Access (PRA) to Session Initiation Protocol (SIP) voice completed.
Production of Annual Budget	<ul style="list-style-type: none"> • Production of Annual Budget by statutory date.
Maximise Collections in the following areas - Rates, Housing Loans, Traffic, Development Levies, Other Miscellaneous Income.	<ul style="list-style-type: none"> • Ongoing – Target Collection % - Rates 95% • Housing Loans 90%
Production of Annual Financial Statement	<ul style="list-style-type: none"> • Completion of Annual Financial Statement by statutory date 31/03/2026.
Treasury Cash Management including management of cash Inflows and Outflows.	<ul style="list-style-type: none"> • Number of Days the Council is in overdraft.
Management of Accounts Payable Function	<ul style="list-style-type: none"> • Amount of Prompt payment interest paid.

Principal Services	2026 Key Deliverable/Outcomes
Production of 5 Year Capital Programme	<ul style="list-style-type: none"> • Completion of 5 Year Capital Budget.
Ensure that LCCC's associated companies operate in alignment with the strategic objectives and governance requirements of their shareholder by maintaining appropriate oversight of the associated companies.	<ul style="list-style-type: none"> • Quarterly Performance Review Meetings held with senior management of each of the Associated Companies
Provide relevant financial information to the Elected Members	<ul style="list-style-type: none"> • Financial Reports • Quarterly Financial update to Council in line with Quarterly GGB returns.
Liquidity levels to be sufficient	<ul style="list-style-type: none"> • Treasury Management • Target – Zero days of overdraft use
Maintain moderate debt levels over the medium term	<ul style="list-style-type: none"> • Long Term Debt amount • Ability to repay principal and interest from revenue a/c.

Housing Directorate

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
M2	Five-year percentage summary of collection levels for major revenue sources.

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 2026 to fund these services:

Principal/ Budget Service	Service Description	Total €
A01	Maintenance/Improvement of LA Housing Units	€15,601,814
A02	Housing Assessment, Allocation and Transfer	€1,283,252
A03	Housing Rent and Tenant Purchase Administration	€1,949,852
A04	Housing Community Development Support	€675,924
A05	Administration of Homeless Service	€21,175,897
A06	Support to Housing Capital Prog.	€4,896,062
A07	RAS and Leasing Programme	€33,505,392
A09	Housing Grants	€1,483,130
A11	Agency & Recoupable Services	€2,056,100
A12	HAP Programme	€523,339
D06	Community and Enterprise Function	€7,250
Total		€83,158,012

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 2026:-

Principal Services	2026 Key Deliverable/Outcomes
Meet or exceed the delivery of social housing Local Authority and AHB delivery whilst complying with the mixed tenure and National policy.	<ul style="list-style-type: none"> • Build target of 562 units. • Leasing target 21 units in 2026. • Overall target of 582 in 2026.
Meet or exceed the delivery of Local Authority Affordable Purchase Housing whilst complying with the mixed tenure and National policy.	<ul style="list-style-type: none"> • Deliver 61 LA affordable purchase homes in 2026. • Seek subsidy approval in 2026 for >100 homes for affordable sale directly led by LCCC
Increase the delivery of Local Authority Cost Rental Housing, whilst complying with the mixed tenure and National policy.	<ul style="list-style-type: none"> • Seek subsidy approval in 2026 for >75 homes for cost rental directly led by LCCC.
SMART Housing Programme.	<ul style="list-style-type: none"> • Design Teams Appointed. Initial and remaining design team appointments completed (incl. M&E and specialists). • AG1 Infrastructure Submission & Approval from DHLGH. AG1 guidelines issued and AG1 approval secured. • AG2 & AG3 Submissions Completed and Awaiting Approvals. AG2 Infrastructure submission, AG3 Final Business Case submitted to DHLGH.
Acquisitions of Housing through funding allocation or the Compulsory Purchase Order process.	<ul style="list-style-type: none"> • To acquire residential properties for Local Authority housing stock, fully utilising the €17 million allocation provided by the Department of Housing, Local Government and Heritage. • To inspect all properties transferred to the Housing Directorate through the CPO process, with a view to incorporating them into an agreed works programme.
Deliver rightsizing housing options across the City & County.	<ul style="list-style-type: none"> • 3 campaigns for Rightsizing schemes to be advertised in 2026.

Principal Services	2026 Key Deliverable/Outcomes
Deliver sufficient and appropriate housing for disabled persons.	<ul style="list-style-type: none"> • 83 housing units are to be delivered by Approved Housing Bodies (AHBs) in 2026, a significant proportion of which will provide accommodation for persons with disabilities. • Limerick City and County Council will chair the Housing Disability Steering Group on four occasions in 2026. • 15% of all LA Build to be designed to UD standards.
Vienna Model	<ul style="list-style-type: none"> • Vienna Model Framework Finalised. Completion status of the Vienna Model Framework in collaboration with LTT. • Finance & Audit Sign-off on Vienna Model. Confirmation status of financial and audit acceptability.
Housing Delivery Action Plan for accelerated housing delivery.	<ul style="list-style-type: none"> • Mayor-approved ED case-study methodology (King’s Island) established and ready for replication. • Live Housing Tracker developed, populated, and tested (initial and final pre-publication versions). • Final HDP produced with 100% ED and urban boundary mapping, following final SPC engagement.
Gas Works Site. – LDA Led	<ul style="list-style-type: none"> • Appeal period closes for Gasworks planning decision Q1 2026. • Progress Market Engagement exercise to inform parties of planned development and identify shortlist of contractors (prequalification process; subject to no planning appeal) Q2 2026. • Issue Tender for Main Construction Works (subject to no appeal) Q3 2026.
LDA - Colbert Quarter Infrastructure.	<ul style="list-style-type: none"> • Submit an application for capital works funding €1.3m from the Housing Activation Office (HAO) for the implementation of Colbert Park and SuDs Q1 2026. • Part 8 planning submission for Colbert Park and SuDs Q2 2026.

Principal Services	2026 Key Deliverable/Outcomes
	<ul style="list-style-type: none"> • Tender and appointment of Multi Disciplinary-Design Team Q2 2026. • Utility site survey in progress in 2026.
General maintenance of Traveller Specific Accommodation in the Metropolitan area.	<ul style="list-style-type: none"> • Deliver general maintenance programme within budget.
Meet the annual targets as set out in the Traveller Accommodation Programme 2025 – 2029.	<ul style="list-style-type: none"> • Accommodate 24 families each year of the current TAP • Extension to 3 bays and 1 unit complete Q2 2026 in Metro Area • Extension to 1 unit in Adare/Rathkeale Area to be complete in Q4 • 1 knock through of two houses to complete Q4 2026 in Cappamore/Kilmallock area • Funding application complete for 3 modular homes and associated works in Cappamore / Kilmallock Municipal area. • Funding application complete for 8 bays, 1 new build and 1 x 2 bed extension in Traveller specific accommodation in Metro area. • Capital appraisal to be fully completed and submitted to DHLGH for construction of 8 new homes in Metro Area in 2026. • Caravan Loan Scheme to be rolled on in 2026 once funding is allocated from DHLGH.
General Maintenance of 6,330 Housing Stock.	<ul style="list-style-type: none"> • On-going maintenance of units in LCCC stock as required. • 100% of Housing Maintenance requests responded to on Dynamics (14,000 based on 2025 figures). • 2026 budget allocation will be fully exhausted.
Delivery of Planned Maintenance to LA Housing Stock.	<ul style="list-style-type: none"> • To complete 1,700 house Stock Condition Surveys , 200 apartment/flat surveys and 20 common areas . • Servicing and/or replacement of 3,300 boilers in Council owned properties. • Commence upgrading the fire and CO2 alarms in 300 properties.

Principal Services	2026 Key Deliverable/Outcomes
	<ul style="list-style-type: none"> Planned Maintenance applications based on stock conditions surveys, approved by the DHLGH will be fully spent in 2026.
Maintenance of LA Apartment Blocks.	<ul style="list-style-type: none"> Upgrade of 6 no. LCCC Apartments Complete Fire Remedial Works Upgrade to Oak Lodge (Simon Community) Building. Installation of 2 no. new lifts in Oak Lodge and Phoenix Lodge. Upgrade of a heating system for Cliona Park housing and apartments, completion by Q3 2026,
Reduce vacancy and void turnaround time.	<ul style="list-style-type: none"> To improve turnaround time of 2024 NOAC H3 indicator for voids. Up to 200 voids to be returned into housing stock, subject to funding from the DHLGH, Energy Retrofit and Mayoral Funding.
Enhancing the Energy Efficiency of LA housing stock.	<ul style="list-style-type: none"> Deliver 120 energy retrofits at an average cost of €38,000 per unit. Fully exhaust LCCC's allocation of €4,560,000 from DHLHG.
Implement of Defective Concrete Blocks Grant Scheme for houses affected in Limerick.	<ul style="list-style-type: none"> 100% grant allocation administered for eligible private houses that qualify. All applications reviewed within two weeks.
Addressing Homelessness.	<ul style="list-style-type: none"> Complete the review of the Mid-West Homeless Action Plan by Q4 2026 and incorporate key actions from the report for the Expert Working Group on Homelessness. Complete report of the Expert Working Group on Homelessness which focusses on Street Homelessness in Limerick City & County and the associated dynamics of drug use Continue to reserve a minimum of 20% of social housing allocations for homeless persons especially families. Provision of 2 additional family hubs.

Principal Services	2026 Key Deliverable/Outcomes
	<ul style="list-style-type: none"> • Introduction of charges for emergency homelessness accommodation. • Establish a capital delivery programme for additional emergency homeless accommodation.
Administer the Tenant Incremental Purchase Scheme 2016 in accordance with regulations and guidelines.	<ul style="list-style-type: none"> • Demand lead service. Target to approve 30% of applications. • To close sales 15-20 units in 2026.
Housing Grants -To improve housing for people with disabilities and the elderly in accordance with the allocated funding.	<ul style="list-style-type: none"> • To complete 1,050 Housing grants for people with disabilities, based on 2025 figures. • €6m in grants aid administered for 100% of eligible applicants.
Continue to increase own resources (Financial and Staff) investment in Local Authority Home Loans, HAOP, HAG, MAG, DPG.	<ul style="list-style-type: none"> • To approve 100% of eligible Loan Applications in Principle. • To have a decision on valid Loan Applications within 6 weeks. • Secure 10% Additional Funding from initial Budget Allocation and from Unspent Funding each year from the Department for HAOP, HAG, MAG and DPG Grants. • Secure 15% match funding from Limerick City and County Council.
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 2019.	<ul style="list-style-type: none"> • Inspect 100% of private rented properties included in the Department target inspection plan which is 25% of all private residential tenancies within its area (in 2025 this was 3,891 inspections based on 15,564 tenancies). • Issue follow up notices to landlords within 10 working days for non-compliant properties.
Housing Assessment of applications for housing schemes administered by the LA.	<ul style="list-style-type: none"> • Assess 100% of housing applications within the allocated timeframe as per statutory guidelines of 12 weeks (2272 applications based on 2025 figures).
Housing Allocation and Transfers of tenants.	<ul style="list-style-type: none"> • Target to allocate 400 Local Authority houses.

Principal Services	2026 Key Deliverable/Outcomes
	<ul style="list-style-type: none"> • Target to make more than 200 nominations to Approved Housing Bodies from new builds and voids • All vacant houses to be allocated within 3 weeks of keys available. • Commence pilot roll out of Choice Based Letting System (CBL)
<p>Implementation of Estate Management policies in terms of supports and in dealing with issues of concern reported.</p>	<ul style="list-style-type: none"> • To target 2620 house visits in 2026 – based on 2025 figures. • To target 380 Tenancy Inductions in 2026 – based on 2025 figures. • To target 120 House Returns in 2026 – based on 2025 figures.. • Issue Tenancy Notifications (written tenancy warning) within 10 working days of completion of an investigation for a reported breach of tenancy and if applicable. • Deliver 4 Estate Management projects in in 2026.
<p>Housing Welfare Team assess Tenants and Housing Applicants as required through the housing referral system and nominate applicants for over 55s accommodation to AHBs and Voluntary Housing Schemes and Manage supported tenancies for vulnerable tenants.</p>	<ul style="list-style-type: none"> • 100% of Housing Welfare referrals responded to on Dynamics 365 (227 based on 2025 figures). • 100% nominations made to AHBs & Voluntary Housing Schemes for persons over 55 years who are approved for housing with LCCC. • Housing Welfare staff managed 194 supported tenancies for vulnerable tenants in 2025 and expect this to increase in 2026 .
<p>Collection of Housing Rents to meet estimated income per LCCC Budget 2026.</p>	<ul style="list-style-type: none"> • Collect estimated differential rent Income of €24.9m per budget estimates. • Increase legal action and issue of statutory warning notices for non payment of rent. Target issue 20-25 tenancy warnings for non payment of rent in 2026.

Principal Services	2026 Key Deliverable/Outcomes
Completion of rent reviews for social housing tenancies.	<ul style="list-style-type: none"> • Completion of global rent review commenced in 2024 by end of Q3 2026 for a total of 4609 rent accounts. • Commence next rolling global rent review in Q3 2026 for an initial 500 rent accounts. • Complete ongoing tenant led rent reviews 100% completion of rent review forms (dependent on tenant supplying all necessary documentation).
Rental Accommodation Scheme administration.	<ul style="list-style-type: none"> • Target of 95 RAS tenancies to be allocated in 2026.

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Planning, Heritage & Ryder Cup Directorate

National Oversight and Audit Commission (NOAC) Indicators for Planning, Heritage & Ryder Cup 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

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Principal Services and Financial Resources –

The table below sets out the Principal Services to be delivered and the budgetary provision adopted by the Members of Limerick City and County Council in Budget 2026 to fund these services:-

Principal/ Budget Service	Service Description	Total €
B04	Local Road - Maintenance and Improvement	€25,000
D01	Forward Planning	€1,842,510
D02	Development Management	€2,474,233
D03	Enforcement	€766,718
D04	Industrial and Commercial Facilities	€20,000
D05	Tourism Development and Promotion	€1,480,911
D07	Unfinished Housing Estates	€149,632
D09	Economic Development and Promotion	€1,866,386
D11	Heritage and Conservation Services	€675,259
D12	Agency & Recoupable Services	€43,788
E10	Safety of Structures and Places	€12,263
F04	Community Sport and Recreational Development	€166,025
H07	Operation of Markets and Casual Trading	€76,361
Total		€9,599,086

Principle Service Objectives -

The table below sets out the service delivery objectives for the principal services that will be delivered during 2026:

Principal Services	2026 Key Deliverables/Outcomes
DEVELOPMENT MANAGEMENT	
Continue to manage the planning applications unit to meet statutory requirements and seek to ensure quality decision-making in accordance with proper planning and sustainable development.	<ul style="list-style-type: none"> • Continue to provide a multi-disciplinary pre-planning consultation service to provide guidance to applicants in advance of submission of applications. • Continue to process and evaluate development proposals in accordance with statutory provisions, plans and guidance. (est. 1,130 applications annually). • Continue to evaluate event licence applications. • Continue to evaluate capital projects and Part 8 development proposals.
Continue to manage the enforcement unit, to implement legislative provisions and actions in respect of unauthorised development.	<ul style="list-style-type: none"> • Continue to investigate complaints and take enforcement action as appropriate. (est. 500 cases annually). • Continue to address legacy enforcement cases, subject to financial and staff resources.
Continue to manage the Taking in Charge Function to seek the timely delivery of taking in charge of estates and to achieve good planning outcomes for residents.	<ul style="list-style-type: none"> • Continue to implement the Taking in Charge Protocol for Housing Estates, 2022 and seek to monitor and manage post-decision compliance. • Continue to implement the Taking in Charge work programme, and address legacy estate issues, subject to financial and staff resources.
Continue to manage the implementation of the Development Contribution Scheme as it applies to approved development proposals.	<ul style="list-style-type: none"> • Continue to issue monthly invoices and liaise with applicants in respect of contribution conditions compliance. • Monitor and administering the Development Contribution Waiver Scheme close out and compliance requirements.

Principal Services	2026 Key Deliverables/Outcomes
To implement the provision of Part 4 of Planning and Development Act, 2024 (to be enacted).	<ul style="list-style-type: none"> Prepare an Implementation Plan to give effect to the legislative changes to service provision to be put into effect across Development Management and Enforcement.
Support development in rural areas across the County to ensure the development of sustainable rural communities.	<p>Undertake Variations to the Limerick Development Plan 2022-2028 to ensure the development of sustainable rural communities.</p> <p>Input into the Regional Spatial and Economic Strategy (RSES) to ensure policy support is provided for Limerick's future growth.</p>
FORWARD PLANNING, HERITAGE & URBAN DEVELOPMENT	
FORWARD PLANNING	
Strategic planning for resilient and sustainable growth	Make submission and input into review of RSES to ensure Limerick's policy requirements to facilitate future growth and development are included.
Strategic planning for resilient and sustainable growth	Undertake statutory process for proposed Variation no. 2 to Limerick Development Plan 2022-2028
Strategic planning for resilient and sustainable growth	Prepare and issue Mayoral Report on Section 28 of Housing Growth Guidelines
Strategic planning for resilient and sustainable growth	Approve the publication of the Housing Strategy
Strategic planning for resilient and sustainable growth	Undertake statutory process for Variation no. 3 to Limerick Development Plan 2022-2028
Strategic planning for resilient and sustainable growth	Complete Moyross RIAI Design Review process
Strategic planning for resilient and sustainable growth	Complete Economic Land Study and identify suitable land for Enterprise and Employment zoning
Strategic planning for resilient and sustainable growth	Stakeholder participation in the Proximities EU Project in the Southern Regional Assembly
Strategic planning for resilient and sustainable growth	Complete mapping and public consultation relating to Residential Zoned Land Tax in line with statutory guidelines and timelines

Principal Services	2026 Key Deliverables/Outcomes
Strategic planning for resilient and sustainable growth	Meet environmental legislation requirements - subject all plans to Strategic Environmental Assessment (SEA) and Appropriate Assessment (AA) - identify all required environmental indicators for development, as specified by SEA and Habitats Directive Assessment (HDA) - provide ecological support to the Development Management Team for planning and enforcement processes
Strategic planning for resilient and sustainable growth	Produce paper to define the city centre and quarterly monitoring report for online publication
Strategic planning for resilient and sustainable growth	Prepare reports for Mayoral Advisory group and Limerick 2040 Board
Strategic planning for resilient and sustainable growth	Complete City Centre survey work, health check, and amenity review
Strategic planning for resilient and sustainable growth	Complete Development Contributions Annual Allocations process
Strategic planning for resilient and sustainable growth	Engagement with the Atlantic Economic Corridor to ensure effective delivery of the AEC Strategy's strategic objectives
Strategic planning for resilient and sustainable growth	Procure consultants for Patrickswell Masterplan
Strategic planning for resilient and sustainable growth	Commence work on Master Plan for Patrickswell and consider changes to zoning
Strategic planning for resilient and sustainable growth	Commence Variation no. 4 to the Limerick Development Plan 2022-2028 incorporating zoning and objectives for Patrickswell
Promote compact growth and regeneration within the City and Towns	Undertake Variation no. 3 to the Limerick Development Plan 2022-2028 zoning additional land for residential development adhering to the principles of compact growth.
HERITAGE	
Protect Limerick's natural and built environment and unique heritage mix	Progress the implementation of Heritage Plan initiatives
Protect Limerick's natural and built environment and unique heritage mix	Ensure active participation during Heritage Week

Principal Services	2026 Key Deliverables/Outcomes
ARCHAEOLOGY	
Protect Limerick's natural and built environment and unique heritage mix	Preparation of archaeological reports to inform planning application reviews, pre-planning advice, Further Information responses, and compliance checks
Protect Limerick's natural and built environment and unique heritage mix	Provide archaeology guidance to all sections within the Council
Protect Limerick's natural and built environment and unique heritage mix	Liaise with the National Monuments Service and Office of Public Works on behalf of Limerick City and County Council
Protect Limerick's natural and built environment and unique heritage mix	Secure funding and deliver projects under the Irish Walled Towns Funding Programme
Protect Limerick's natural and built environment and unique heritage mix	Further promotion of the Community Monuments Fund for private and community projects
Protect Limerick's natural and built environment and unique heritage mix	Manage LA CMF schemes at Galbally, Glenogra and Tuogh
Protect Limerick's natural and built environment and unique heritage mix	Work to develop projects for the year of the Normans
Protect Limerick's natural and built environment and unique heritage mix	Complete small works on LA medieval Churches, Kilfinane and Howardstown
CONSERVATION	
Protect Limerick's natural and built environment and unique heritage mix	Continue to facilitate the rollout of the Built Heritage Investment Scheme as approved by the Department
Protect Limerick's natural and built environment and unique heritage mix	Manage implementation of Historic Structures Fund 2026

Principal Services	2026 Key Deliverables/Outcomes
Protect Limerick's natural and built environment and unique heritage mix	Process s.57 applications
Protect Limerick's natural and built environment and unique heritage mix	Preparation of reports to inform planning applications, pre planning, compliance and provide conservation advice to other sections within the LA and the public
Protect Limerick's natural and built environment and unique heritage mix	Manage the works to the 1916 Memorial and the adjoining railings at the Shannon Rowing Club and Limerick Boat Club
Protect Limerick's natural and built environment and unique heritage mix	Complete an assessment of Georgian Limerick's potential eligibility for UNESCO World Heritage status
URBAN DEVELOPMENT	
Strategic planning for resilient and sustainable growth	Publish Draft Public Realm Plan for the City
Strategic planning for resilient and sustainable growth	Complete Clarina/Ballybrown public enhancement plan
Strategic planning for resilient and sustainable growth	Continue project management of THRIVE Fireplace Site
Strategic planning for resilient and sustainable growth	Manage implementation of the Living City Initiative
RYDER CUP	
Secure operational and legacy funding for LCCC for the Ryder Cup 2027 event	Activity level commensurate with funding
Support the delivery of Park & Ride sites as part of the Transport Plan for the event	Park & Ride sites secured and detailed plans completed
Harness the marketing opportunities the event offers	Marketing content for and including Limerick content generated
Plan for the best presentation and programming of Limerick City and County for 2027	Plan in place and all stakeholders on board

Principal Services	2026 Key Deliverables/Outcomes
Continue to work with Government to support the investment in Limerick as we prepare for Ryder Cup 2027	Fully engage with the relevant elements of the nationally agreed Ryder Cup event management structure in addition to progressing Council specific objectives.

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Regeneration, Community, Sport & Rural Development Directorate

National Oversight and Audit Commission (NOAC) Indicators for Regeneration, Community, Sport & Rural Development Directorate.

Relevant NOAC Indicators	
H7	Social Housing Retrofit
E3	Litter Pollution
Y1	Participation in Comhairle Na Nog Scheme
Y2	Groups associated with the Public Participayion Group (PPN)

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Principal Services and Financial Resources –

The table below sets out the Principal Services to be delivered and the current budgetary provision* adopted by the Members of Limerick City and County Council in Budget 2026 to fund these services:-

Principal/ Budget Service	Service Description	Total €
A04	Housing Community Development Support	€15,000
A06	Support to Housing Capital Prog.	€656,235
B04	Local Road - Maintenance and Improvement	€147,447
D05	Tourism Development and Promotion	€272,094
D06	Community and Enterprise Function	€3,379,889
D09	Economic Development and Promotion	€932,483
D12	Agency & Recoupable Services	€2,600,000
E04	Provision of Waste to Collection Services	€410,000
E05	Litter Management	€10,000
F01	Leisure Facilities Operations	€709,800
F03	Outdoor Leisure Areas Operations	€40,500
F04	Community Sport and Recreational Development	€321,439
F05	Operation of Arts Programme	€29,000
G05	Educational Support Services	€133,000
Total		€9,656,888

*Limerick Regeneration is significantly supported by the Department of Housing, Local Government and Heritage 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 2026:

Principal Services	2026 Key Deliverables/Outcomes
<p>Progress the Town Centre First initiative, working with Town Team to drive the revitalisation of town centres.</p>	<p>Support the development and progression of Town Teams in line with National policy in identified settlements by the Department of Rural and Community Development and the Gaeltacht. Continue to work with the Town Teams in Abbeyfeale, Rathkeale, Newcastle West, Kilmallock and Askeaton to advance projects to enhance town and villages throughout Limerick.</p>
<p>Secure funding from the various rural funding streams to continue to support communities and deliver projects across Limerick, including Rural Regeneration and Development Fund, Town and Village Renewal Scheme, Outdoor Recreation Infrastructure Scheme and the CLÁR Programme</p>	<p>Prepare funding applications across all funding streams, in line with calls issued by the Department of Rural and Community Development and the Gaeltacht, to deliver improved communities across Limerick.</p>
<p>Deliver projects on site, which have been funded under the various rural funding streams, including Rural Regeneration and Development Fund, Town and Village Renewal Scheme, Outdoor Recreation Infrastructure Scheme and the CLÁR Programme</p>	<ul style="list-style-type: none"> • Progress the delivery of Rural Regeneration and Development Fund projects on Limerick Greenway through to completion by the end of Q2, including redevelopment of Barnagh Station House and Newcastle West Car Park. • Progress Category 2 Rural Regeneration and Development Fund Projects, including Merchant's House in Kilmallock and the Former Bank of Ireland in Rathkeale to shovel ready stage throughout 2026. • Prepare funding applications for Category 1 Rural Regeneration and Development Funding Call for capital funding to deliver projects in Limerick. • Work with all relevant stakeholders across

Principal Services	2026 Key Deliverables/Outcomes
	Limerick to deliver funded projects, in line with funding agreements in place, with the Department of Rural and Community Development and the Gaeltacht, including RRDF, TVRS, ORIS and CLÁR.
LCDC - Manage & Support the decision-making functions of the LCDC in SICAP, LEADER and other programmes in local community development & the strategic role of the LCDC bringing a more coordinated approach to local community development	LCDC effectively performs its oversight role in SICAP and LEADER and other grants programmes (e.g., CEP) bringing a more coordinated approach to local community development
SICAP Programme - have oversight and ensure LCCC meet contract management requirements of SICAP & ensure targets are met in the delivery of the programme and that most disadvantaged individuals, groups and communities are supported.	KPIs are agreed in April 2026 for the 3 LDCs, approved by the LCDC members. As per SLA signed by DRCDG, LDCs & LCCC as Financial Partner
Leader Programme 2023-2027 manage & support the LCDC in its oversight and delivery of LEADER 2024-2027 and other community programmes in rural development	Ensure policies and arrangements are in place for delivery of LEADER for Limerick in partnership with WLR. Administer and manage EOI, Application and claim drawdowns of LEADER 2024-2027. Complete EU Article 48 Audit Checks and LAG Management role as per SLA signed with DRCDG
Support the effective functioning of the PPN in line with its role in representation of specific interests, bringing the voluntary sector / community voice and wider participation in decision-making. Support capacity building of community and voluntary groups in cooperation with the PPN	PPN Secretariat Work Programme developed and in implementation. PPN representatives on and participating in relevant committees and other structures.

Principal Services	2026 Key Deliverables/Outcomes
Coordinate, manage and oversee implementation of LCDC programmes	Develop Implementation Plan based on input from other Council Services and key partner agencies. Statutory Requirement which requires compliance.
Enable effective inter-agency collaboration through the LCDC and other interagency structures (CYPSC, Integration Working Groups, Learning Limerick, Limerick Older People's Executive, Comhairle na nÓg)	Projects get delivered on time and within budget
Community Safety Partnership Implementation	Establishment of a fully functioning committee, including Elected Members, with appropriate cross-sectoral representation, Community Safety Wardens role includes deterring anti-social behaviour, improving perceptions of safety, and strengthening trust and communication between agencies.
Manage and coordinate Integration Supports	Work with external agencies to provide access to a range of supports required by Migrants and continue to offer a coordinated suite of services available to members of migrant community
Increase wellbeing and recreation participation by supporting implementation of key government and local strategies	A range of projects continue to be delivered including Limerick Food Partnership supports, We're breastfeeding, Not Around Us, Slainte Care Healthy Community Initiatives,
Oversee the delivery of key actions of the Age Friendly Strategy	Deliver on age friendly themes underpinned by a range of initiatives delivered in collaboration with key stakeholders
Learning Limerick – New strategy launched in 2025	Continue to deliver on the Learning Limerick strategy launched in 2025 in collaboration with other stakeholders
Comhairle na n-Og	Support the Comhairle na n-Og youth group and also the Management Board of Comhairle programme. Co-fund support worker position
Delivery of Outreach to Employment Programme	<ul style="list-style-type: none"> • Delivery of employment services mapping study by June 2026. • Creation of a directory of contacts for work placements for students and individuals who have participated in the community mentor program and are work ready by July 2026.

Principal Services	2026 Key Deliverables/Outcomes
	<ul style="list-style-type: none"> • Minimum of 75 participants benefiting from the Outreach to Employment Programme. • Engage with the 4 secondary schools in the Regeneration areas to work collaboratively on work experience placements and provide support where required. • Minimum of 40 employers /agencies engaged in the Outreach to Employment Programme
<p>MP27 - Introduce a mayoral recognition scheme and voluntary charter for business that actively participate in training programs and hire from within the local community, focusing on creating opportunities for vulnerable groups</p>	<p>Hold 1 award ceremony by December 2026 subject to Mayoral funding.</p>
<p>MP 143 - Maintain and scale the Job activation scheme for persons in long term unemployment in conjunction with local employers.</p>	<ul style="list-style-type: none"> • 1 Skills fair to be held in 2026 • 1 Junior “Future Me “Skills Fair to be held in 2026 and 2 site visits to industry. • Engage with Access and Traineeship programmes throughout the year to support with work experience placements within the council and public sector, a minimum of 2 engagement points within the academic year and ongoing support as required. • Support Community Partners to recruit and sustain 2 community mentors for 2026.
<p>MP33 -Continue the work of Limerick regeneration supporting the most disadvantaged areas of limerick city to move towards being areas of opportunity for all.</p>	<p>Engage with 4 secondary schools within the regeneration areas and encourage further collaboration between precision engineering and senior cycle secondary schools.</p>

Principal Services	2026 Key Deliverables/Outcomes
	Leverage additional funding or funding partner to support the continuation of the Community Mentor Programme by December 2026.
Undertake Community Engagement activities throughout 2026 within the Regeneration Communities	<ul style="list-style-type: none"> • Host a minimum of 24 Drop in Clinics within the Regeneration Communities • Attend community consultation forums / group meetings and action any assigned tasks • Publish and distribute 2 editions of the Regeneration Connect Newsletter with a focus on positive representation of the Regeneration communities across the city • Promote community led events on Council's communication channels • Deliver consultation sessions with the local communities impacted by any proposed Council developments within the Regeneration communities
Develop a quality waterside public park (Northside Park) for Mayor review/comment and/or public consultation	Outline scheme development of masterplan available for Mayor review/comment by Q1 end
Design the best use for Delmege Estate as an amenity area and secure funding for same	Purchase of the estate when put up for sale
Secure planning for the Colbert Quarter Municipal Sports Building and the Living Room.	<ul style="list-style-type: none"> • Completion of a feasibility study / business case for the facility • Sign off on brief for IDT to commence design for Part 8 submission in 2027
Implement directly the delivery of Regeneration Physical Infrastructural improvements – Mayoral Programme 2026, Priority No. 13	Progress University Way scheme: Submit Part 8 application for scheme in Q2
Implement directly the delivery of Regeneration Physical Infrastructural improvements	Progress Moyross Avenue Upgrade scheme: <ul style="list-style-type: none"> - Q1, Q2: Continue to engage with funding agencies (NTA and DHLGH) to confirm budget is available to progress to construction - Q2: Complete detailed design and tender pack
Implement directly the delivery of Regeneration Physical Infrastructural improvements	Progress Southside Connectivity scheme: <ul style="list-style-type: none"> - Q1, Q2: Continue to engage with funding agency (DHLGH) to confirm budget is available to progress to

Principal Services	2026 Key Deliverables/Outcomes
	<p>construction - Q2: Complete detailed design and tender pack</p>
<p>Increase participation in physical activity especially amongst low participation and socially disadvantaged groups</p>	<ul style="list-style-type: none"> • Submit Part 8 for integrated Youth & Educational Campus, Killmallock Rd., Southill. • Submit Part 8 for Multi Use Games Area, Southill • Achieve Part 8 for Multi Use Games Area, St. Marys Park, Progress to Tender of Contractor & Award Contract • Achieve Part 8 for the Kings Island Community Centre, Progress to Tender of Contractor & Award Contract • Procure, appoint and complete supportive Part X Habitat studies and Surveys.
<p>Implement directly the delivery of Regeneration Physical Infrastructural improvements and investment in sports and recreation assets</p>	<p>Complete Thomond RFC extension in Moyross by end Q2</p>
<p>Implement directly the delivery of Regeneration Physical Infrastructural improvements</p>	<ul style="list-style-type: none"> • Complete 15no. minor refurbishments across the four Regeneration Areas in 2026, subject to funding approvals • Procure and Appoint IDT for 7no. major refurbishments across the four Regeneration areas, subject to funding approval • Complete thermal upgrades to 190no. residential units across the four Regeneration areas
<p>Implement directly the delivery of Residential Units within four Regeneration areas</p>	<ul style="list-style-type: none"> • Achieve DHLGH Stage 2 Approval Pineview Gardens – 111 residential units, Achieve Part 8, • Secure Funding for Ballinacurra Weston Residential and Community Masterplan. Procure and appoint Design Team. • Procure and appoint IDT College Avenue Residential Project. • Procure and Appoint IDT St. Marys Park Residential Project. Advance public consultation • Achieve DHLGH Stage 3 Approval Cosgrave Park Phase 2 residential units, Procure Contractor, Award Contract.
<p>Development of new and improved Sports Facilities directly in conjunction with</p>	<p>Undertake upgrade of soccer pitch in Mungret Park under the Community Sport Facilities Fund and local resources. Complete works by end 2026</p>

Principal Services	2026 Key Deliverables/Outcomes
Sporting and Community Groups	
Development of new and improved Sports Facilities directly in conjunction with Sporting and Community Groups	Install new floodlighting of soccer pitch in Kennedy Park under the Community Sport Facilities Fund and local resources. Complete works by end 2026
Strategic development of recreation and sport facilities – Mayoral Programme ML121	Continue targeted upgrade and maintenance work at Grove Island Leisure Centre, following completion of significant upgrade works in 2025
Strategic development of recreation and sport facilities	Continue targeted upgrade and maintenance work at Askeaton Pool and Leisure Centre, following completion of significant upgrade works in 2025
Strategic development of recreation and sport facilities	Review of operations and business model and continue targeted upgrade and maintenance work at Rathbane Golf Club
Strategic development of recreation and sport facilities	Develop and publish a tender for the operation of Rathbane Golf Club from effective from 01.01.27 Publish Tender in Q2/3, Assess tender returns and appoint preferred tenderer Q4 2026
Economic and Social Innovation Fund (ESIF) 2026	Administration of funding to economic and social projects as approved by the Department of Housing, Local Government and Heritage. Manage gradual winddown of ESIF funding throughout 2026 in advance of 2028 fund completion.
Delivery of Local Sports Plan	Formally publish the Limerick Local Sports Plan
Density Appropriate housing provision Rathbane South (Barrys Field), Southill	Achieve LCCC & External Stakeholder sign off on Barry's Field Masterplan. Secure funding and Procure, appoint and complete supportive Part X Habitat Surveys and Studies, Rathbane South.
To provide children and young people with a positive introduction to physical activity which promotes and supports lifelong involvement	Number of Programmes and Initiatives in the communities and schools in partnership with NGBs
To build capacity in communities to facilitate sustained increases in physical activity levels thereby	Number of Trained Youth Leaders, coaches and Initiatives

Principal Services	2026 Key Deliverables/Outcomes
enhancing wellbeing and improved quality of life	
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 i.e. Boxing Clever
To develop the combined potential of physical activity providers and key stakeholders to get limerick active together by creating relevant strategies and Plans	Working in Partnership with relevant stakeholders launch the Local Outdoor Recreation Strategy for Limerick. Support LCCC create the Local Sports Plan as identified by the National Sports Policy and Launch LSP Strategy for 2026-2030
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.
Create and sustain Community Sports Hubs in, Kilmallock, Croom, Moyross, Athlunkard and Garryowen working with key partners to promote sport and physical activities.	Impact of Hubs within the community through, initiatives, programmes, and educational opportunities.
To implement the Action Plan developed to establish Limerick as an “Active City” supported by Sport Ireland and Dormant accounts. To develop the Urban Outdoor (UOI) Initiative concept for water based activities in the city	Progress capital development under the capital investment plan for Active Cities. Complete infrastructure development in Shelbourne Park and other identified sites. Activate all amenities created under the Active Cities project. Collaborate with key partners to develop the UOI in the city and deliver new programmes and initiatives.
Deliver the TAFISA, PACTE+ EU Project with key partner cities	Deliver on specific themes, Governance, Active Schools, Active Workplaces and Active Mobility. Host the TAFISA Sport for All Games for 250 athletes from 30 countries
To deliver funding streams through grants that will help, community organisation, sports	Support Sport and Physical activity across all communities. Increase Clubs capacity through education and Small Grants Schemes

Principal Services	2026 Key Deliverables/Outcomes
clubs, youth groups and voluntary groups, return to sport and physical a, while promoting civic participation and support community-led development	
Progress new programmes supported under the Physical Activity for Health and Sport4Empowerment Programmes	New Programmes and partnerships supporting those with chronic health conditions and those from marginalised communities.
Explore new and current funding streams to support additional staff and initiatives.	Complete funding applications and relevant bids.
Develop and Deliver a Communication plan for Limerick LSP and The National Network of LSPs	Support Communications Officer and develop initiatives and training courses to achieve the goal
To ensure all governance procedures are in place that reflect best practice for the LSP Board, staff and company.	To deliver and monitor all policies and procedures developed under the Governance Code for Sport and report to the LSP Board throughout the year.
Secure funding and other resources to create sustainable urban and rural environments with good quality of life	URDF and other funding sources secured
Develop and / or enhance community facilities, sport and recreation and cultural facilities, maximising access to such facilities and achieving efficiency in provision	Identify resources and implement actions in Sports Plan once agreed

Transportation, Mobility & Public Realm

Directorate

National Oversight and Audit Commission (NOAC) Indicators for Transportation, Mobility & Public Realm 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
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 2026 to fund these services

Principal / Budget Service	Service Description	Total €
A01	Maintenance/Improvement of LA Housing Units	€611,726
B01	NP Road - Maintenance and Improvement	€2,499,820
B02	NS Road - Maintenance and Improvement	€687,722
B03	Regional Road - Maintenance and Improvement	€10,914,777
B04	Local Road - Maintenance and Improvement	€26,994,222
B05	Public Lighting	€2,176,442
B06	Traffic Management Improvement	€1,102,005
B07	Road Safety Engineering Improvement	€730,710
B08	Road Safety Promotion/Education	€847,402
B09	Car Parking	€1,265,840
B10	Support to Roads Capital Prog.	€451,545
B11	Agency & Recoupable Services	€818,435
D02	Development Management	€1,478,837
D05	Tourism Development and Promotion	€76,100
E01	Landfill Operation and Aftercare	€1,612
E06	Street Cleaning	€1,277,944
F03	Outdoor Leisure Areas Operations	€265,695
F04	Community Sport and Recreational Development	€62,600

Principal / Budget Service	Service Description	Total €
F05	Operation of Arts Programme	€278,355
G01	Land Drainage Costs	€174,368
G02	Operation and Maintenance of Piers and Harbours	€10,000
H01	Profit/Loss Machinery Account	€3,382,040
H02	Profit/Loss Stores Account	€32,849
H06	Weighbridges	€1,000
J01	Corporate Building Costs	€893,705
J02	General Corporate Services	€71,739
J03	Information & Communication Technology	€231,926
J08	Area Offices	€201,174
Total		€57,540,589

Principal Service Objectives -

The table below sets out the service delivery objectives for the principal services that will be delivered during 2026: -

Principal Services	2026 Key Deliverables/Outcomes
<p>Capital Delivery - Transport Infrastructure Ireland (TII) Projects</p> <p>Mayoral Programme – 2026 Priority No. 13 Roads</p>	<ul style="list-style-type: none"> • Advance key transport infrastructure projects; including but not limited to Foynes to Limerick Road (Incl. plan Bypass), • AR01 – Progress the construction of the Adare bypass and the Adare to Attyflin sections. • N/M20 Cork to Limerick Road progress towards the finalisation of the Final Business Case and the statutory documents. • Progress the N21 bypasses of Newcastle West and Abbeyfeale. Submit Business Case and seek approval to publish statutory orders for both Newcastle Wets and Abbeyfeale. • ML86 Assist Clare County Council with the Publication of the CPO and EIA for the Shannon Airport Access Road Project.
<p>Provision of new Greenway Infrastructure Projects: UL to Montpelier via Castleconnell, Rathkeale to Limerick</p>	<ul style="list-style-type: none"> • Advance new greenway projects in the Mid-West region in accordance with TII and Infrastructure Guidelines. • UL to Montpelier via Castleconnell – identify a preferred solution for the project. • Rathkeale to Limerick ML118 – Appoint consultants for the progression of the design of cycle infrastructure between Rathkeale and Limerick.
<p>Capital Delivery - CFRAMS Programme Flood Relief Projects</p> <p>King’s Island Flood Protection is included in 2026 Mayoral Priority Area - No 19</p>	<p>King’s Island FRS[#]</p> <ul style="list-style-type: none"> • Embankment Construction complete in Q2 2026 (1 year settlement hold after) • Sir Harry’s Mall Complete Q3 2026 • George’s Quay – Complete Q4 2026 • Castle to Civic Offices – Complete Q4 2026 <p><i>[#] subject to design confirmation / contractor performance</i></p>

Principal Services	2026 Key Deliverables/Outcomes
	<p>Castleconnell FRS</p> <ul style="list-style-type: none"> • Detailed Design Commence in Q1 2026 • Lodge CPO in Q2 2026 • Advance Site Works in Q3 2026 <p>Adare FRS*</p> <ul style="list-style-type: none"> • MAC Consent Approval in Q2 2026. • Lodge Planning in Q2 2026. • Follow with CPO in Q3 2026 <p>Athea FRS*</p> <ul style="list-style-type: none"> • Lodge Planning in Q2 2026 • Follow with CPO in Q3 2026 <p><i>* subject to OPW approvals and funding</i></p> <p>City & Environs FRS</p> <ul style="list-style-type: none"> • Lodge MUL application Q2 2026 • Finalise Preferred Options in Q2 2026 • Public Consultation on Options in Q3 2026 • PR3 Submission to OPW in Q2 2026
<p>Georgian Limerick Mayoral Programme -</p> <p>Mayoral Programme Priority Area 7. Georgian Limerick – Greening</p> <p>Greening Limerick Project</p>	<p>Delivery of Pilot Greening Georgian Limerick (GGL) Project. Advance Overall Greening Georgian Project.</p> <p>Mayoral Programme Priority Area 7. Georgian Limerick – Greening</p> <p>Q1 (2026)</p> <ul style="list-style-type: none"> • Pilot - Phase 1A – install trees and planters (17No.) on Davis Street (March). • Pilot - Phase 1B - procurement of low-level (shrub) planters • Overall scheme - Concept design and consultation (Davis Street to Lower Glentworth Street). <p>Q2 (2026)</p> <ul style="list-style-type: none"> • Pilot - Phase 1B – Install of low-level (shrub) planters on Davis Street (April-May) • Overall scheme - Preliminary design and Part 8 submission

Principal Services	2026 Key Deliverables/Outcomes
	<p>Q3 - Q4 (2026)</p> <ul style="list-style-type: none"> Overall scheme – Part 8 Submission <i>*subject to Mayoral Funding 2026</i> <p>Roches Street</p> <ul style="list-style-type: none"> Concept Design to be developed for Roches Street
<p>Capital Project Market Quarter & Cruises Street Public Realm Project*</p>	<p>Advance design and preparation of contract documents.</p> <ul style="list-style-type: none"> Progress through stage 3 of detailed design for Phase 1 of the Project. *Stage 4 Works to commence in Q3 subject to funding approval
<p>Limerick Laneways Project*</p>	<p>Limerick Laneways Project - Advance enhancement of Theatre Lane as a Pilot Project through Part 8 and Tender Process. Mayoral Objective ML97.</p> <ul style="list-style-type: none"> Submit Preliminary Business Case for URDF approval gates to advance project Advance project to Part 8 for approval in 2026 Appoint Design Team 2026 <p><i>*subject to funding approval</i></p>
<p>Milk Market Food Hub*</p>	<ul style="list-style-type: none"> Procure appropriate premises for the development of Food Hub. Advance preliminary design towards Part 8 <p><i>*subject to securing a suitable premises</i></p>
<p>Arthurs Quay Framework Mayoral Programme - 2026 No 14 Arthurs Quay</p>	<ul style="list-style-type: none"> Brief Mayor on draft Framework Q2 2026 Finalise Arthurs Quay Framework Q3 2026
<p>Capital Delivery - Residential 33/34 Thomas Street</p>	<ul style="list-style-type: none"> Works contract commencing 33/34 Thomas Street Development on 3rd February 2026 for 13 residential units, commercial and community unit. Works contract will continue into 2026.

Principal Services	2026 Key Deliverables/Outcomes
Croom Former Post Office and Town Square Project	<ul style="list-style-type: none"> • Submit Part 8 for Croom Former Post Office and Town Square Q2 2026
Progress key roads Infrastructure Projects	<ul style="list-style-type: none"> • LIHAF Mungret Stage 3 - Progress Planning Q3 2026 • Castletroy link Road prepare contract documents Q3 2026 • Golf links Road progress contract documents Q3 2026 • Lees Cross progress contract documents and award tender Q 2026
Abbeyfeale Traffic Management Plan	<ul style="list-style-type: none"> • To complete the Grove Crescent Carpark link Q2 2026 • Commence Killarney Road N21 contracts in Q3 2026
Limerick Shannon Metropolitan Area Transport Strategy (LSMATS)	<ul style="list-style-type: none"> • Continue to advance objective of LSMATS in 2026. <ul style="list-style-type: none"> - In collaboration with the NTA progress statutory approvals for Park and Ride sites across Limerick in 2026.
To continue to invest in the rural and urban infrastructure through the delivery of the 2026 schedule of municipal district works subject to the availability of national funding	<ul style="list-style-type: none"> • Delivery of the Schedule of Municipal Works for each District as approved by the Elected Members, prioritising areas with high PSCI (Pavement Surface Condition Index) NOAC (R1), (R2)
<p>Delivery of sustainable and Active Travel projects identified in the Limerick Shannon Metropolitan Area Transport Strategy in conjunction with the National Transport Authority</p> <p>Mayoral Programme - 2026 Priority No 12</p>	<ul style="list-style-type: none"> • Delivery of the 2026 NTA Active Travel Programme €18.5m allocation including Towns & Villages schemes €3m as follows; <ul style="list-style-type: none"> - South Circular Road Tender assessment Q2 2026, project construction Q3 2026. - St. Pauls Junction to Ballykeeffe Project construction Q2 2026. - TUS to City Centre construction complete Q4 2026 - Old Cratloe Road Phase 1 on site, Phase 2 tender Q3 2026

Principal Services	2026 Key Deliverables/Outcomes
	<ul style="list-style-type: none"> - Roxboro Road commence Part 8 Q4 2026 - Ballysimon Road commence Part 8 Q3 2026 - Parnell Wickam to Clare Street commence Part 8 Q4 2026 - Hyde Road Park Project commencement Q2 2026 - Towns and Villages Schemes - complete by Q4 2026 - Garryowen pedestrian and school safety improvement scheme complete Q3 2026 - Corbally Road safe routes to school, completion Q4 2026 - Bus Stops Enhancement Programme – delivery by Q4 2026 • Safe Routes to School scheme and Strategic Sustainable Transport schemes such as; <ul style="list-style-type: none"> 6 Schools to be completed by Q4 2026 Doon, Rathkeale, Carnane, Martinstown, Glenbrohane and Station Road Newcastle West
<p>Delivery of key road infrastructure projects funded by the Department of Transport</p> <p>Mayoral Programme – 2026</p> <p>Priority No. 13</p>	<p>Delivery of the Department of Transport funded schemes;</p> <ul style="list-style-type: none"> • Dock Road Atlas Avenue prepare contract documents Q2/Q3 2026 • Golf Links Road (O'Shea's) -prepare contract documents Q3 2026 • Coonagh to Knockalisheen Distributor Road Project; <ul style="list-style-type: none"> - Open dual carriageway to Coonagh to Knockalisheen Distributor Road Q1 2026. - Demolition and reconstruction of Ballynanty Bridge to commence Q1 2026 - Advance full road reconstruction for Knockalisheen Road in Q1 2026

Principal Services	2026 Key Deliverables/Outcomes
	<ul style="list-style-type: none"> • Park Road Bridge bring to rehabilitation works stage in Q2 2026
<p>Limerick City Centre Transport Plan*</p> <p>Mayoral Programme – 2026 Priority No. 10.</p>	<ol style="list-style-type: none"> 1. Public consultation of the draft plan Q2 2026 2. Consider Public Consultation Q3 2026 3. Update draft with feedback Q3 2026 4. Launch Plan Q4 2026 <p>*subject to final draft being agreed</p>
<p>Implement Bus Connects Programme</p> <p>Mayoral Programme – 2026 Priority No. 10</p>	<ul style="list-style-type: none"> • Continue to advance Bus Connects strategy in conjunction with the NTA and Bus Eireann. Progress statutory obligations in 2026 such as Section 38 applications.
<p>Rail Network- Liaison with Irish Rail</p> <p>Mayoral Programme - 2026 Priority No. 11</p>	<ul style="list-style-type: none"> • Continue to assist and support Irish Rail in the delivery of key sites such as Moyross and Ballysimon and Limerick Commuter Rail Study during 2026. • Continue to support Irish Rail to advance the delivery of the Colbert Spur during 2026.
<p>Public Realm Improvement Works in Adare</p>	<ul style="list-style-type: none"> • Appoint contractor for the public realm upgrade works in Adare. • Prepare schemes for planning consent process during Q1 2026. Construction substantially complete, Q4-2026.
<p>Mobility Management Plans and Green Mobility Management Initiative</p>	<ul style="list-style-type: none"> • Continue to liaise with the businesses and IDA on their mobility management initiatives during 2026.
<p>Phase II of the Speed Limit Review for Limerick City & Limerick County.</p>	<ul style="list-style-type: none"> • Implementation of Built-up and Urban Area Speed Limits Q4 2026

Principal Services	2026 Key Deliverables/Outcomes
LED Upgrades to reduce the energy used for public lighting.	<ul style="list-style-type: none"> • Continue the reduction in average energy used per annum per lantern. NOAC (E5), (E6) and (E7). • Close out contract for PLEEP upgrades in 2026.
Maintain Public Lighting Infrastructure	<ul style="list-style-type: none"> • Continue the upgrade and maintenance of the public lighting infrastructure NOAC (E5), (E6) and (E7) during 2026
Response to extreme weather & flooding events.	<ul style="list-style-type: none"> • Respond in an efficient and timely manner.
Road Opening Licensing and Inspections	<ul style="list-style-type: none"> • Road opening licence and inspections will be progressed and managed in line with the requirements as set out in the 'Guidelines For Managing Opening Public Roads'. NOAC (R4).
Upgrade fleet, carbon reduction by reducing unnecessary journeys and fuel consumption and transition to HVO and EV's where suitable	<ul style="list-style-type: none"> • LCCC climate action plan NOAC (E7).
Ryder Cup 2027 Transportation and Mobility Projects Mayoral Programme - 2026 Priority No.16	<ul style="list-style-type: none"> • Complete planning for Park and Ride sites. • Progress detailed design and procure P&R Contractor. • Continue transport and mobility planning for the event in conjunction with other stakeholders (NTA, DOT, TII, AGS, Irish Rail, RCE, Government Project Director)