Kilkenny SPC May 7 2025

- Legislative Basis for SPCs – 2001 LG Reform Act as amended by the 2014 LG reform Act

- Roles and Responsibilities of SPC members

- Roles and Responsibilities of SPC Chair

- Support of Director of Services and relevant staff

- Role of the Corporate Policy Group (CPG)

- Role of the full council

- Overview of Kilkenny Co Co SPC scheme

International to national

National Planning Framework

Regional to local

1. **Northern and Western region**
2. **Southern region**
3. **Eastern and Midlands region**

Members elected to councils within the region

- coordinating and promoting strategic planning and sustainable development in their region
- encouraging local authorities to work together for the benefit of the entire region
- set goals for the region and make decisions on how funding and resources should be used (particular focus on economic and spatial planning, and EU funding)

Regional to local

Map symbols: ● City / Town · 🏛 UNESCO Learning Cities · ⚓ Tier 1 & Tier 2 Ports

The South-East:
Carlow, Waterford, Wexford, Kilkenny

The South-West:
Cork City, Cork County, Kerry

The Mid-West:
Clare, Limerick, Tipperary

European to local

PROXIMITIES

TALENT4S3

FutureECOS

ROBIN

Developing Irish Sea Cooperation

Kilkenny Local Economic and Community Plan 2023 - 2028

Vision Statement

By 2028 Kilkenny will be a future-ready, citizen-centric and welcoming county that is climate resilient, provides jobs, attracts highly productive businesses, delivers inclusive services and celebrates creativity

Theme 1: Climate Change

Goal 1: To ensure that climate action is embraced, and that our actions and interventions are embedded across all areas of the LECP in order to contribute positively to the global climate and biodiversity crisis affecting our citizens and support Ireland to achieve its climate and biodiversity goals and obligations

Theme 2: Economic

Goal 2: To build a resilient, sustainable business base and support new and existing businesses to grow, be enterprising and take advantage of new opportunities

Goal 3: To realise the economic and social value of Kilkenny's built and natural heritage, its cultural reputation and offer, and its growing tourism, creative and cultural sectors

Goal 4: To ensure our rural economy and communities are supported to develop sustainably

Goal 5: To increase the number of economically active people in the County by ensuring access to further and higher education infrastructure and to lifelong learning for every working age resident who wants to work to enhance their educational qualifications and achieve the skills required

Goal 6: To grow the number of third level graduates working in County Kilkenny

Theme 3: Community

Goal 7: To reduce inequalities and promote and enhance the importance of health and wellbeing

Goal 8: To reduce the number of people living in deprivation and promote community development, community resilience, climate justice, integration, diversity and social inclusion

Goal 9: To develop increased local capacity and improve targeting of social investment through increased engagement and participation with local community groups that will deliver improved community facilities, supports and services

Goal 10: To support the provision of appropriate community supports and services for new and existing housing developments

Kilkenny Corporate Plan 2024-2029

Core Values and Cross Cutting themes:

Accountable

Ambition

Collaboration and Engagement

Quality Public Service

Sustainability

Health and Wellbeing

Public Sector Equality and Human Rights Duty

Kilkenny Corporate Plan 2024-2029

Organisational Strategic Objectives

- Develop Sustainable Communities, have meaningful citizen and community engagement.
- Encourage and Support Business, Enterprise and Job Creation.
- Enhance Democracy.
- Protect and Enhance Kilkenny's unique heritage and culture.
- Maximise and make best use of the Council's Operational Capacity and Finances with strong Inter-Agency Collaboration.
- Protect and Enhance Bio-Diversity and the Environment.
- Provide a quality service to all our customers.
- Promote sustainable and integrated development.
- Social inclusion and participation.
- Staff Development.

Kilkenny City and County Development Plan 2021-2027

Our Vision is to deliver

Inclusive, high quality and integrated Public Service provision that meets the needs and improves the lives of the people of Ireland

We will be...

Professional

Agile
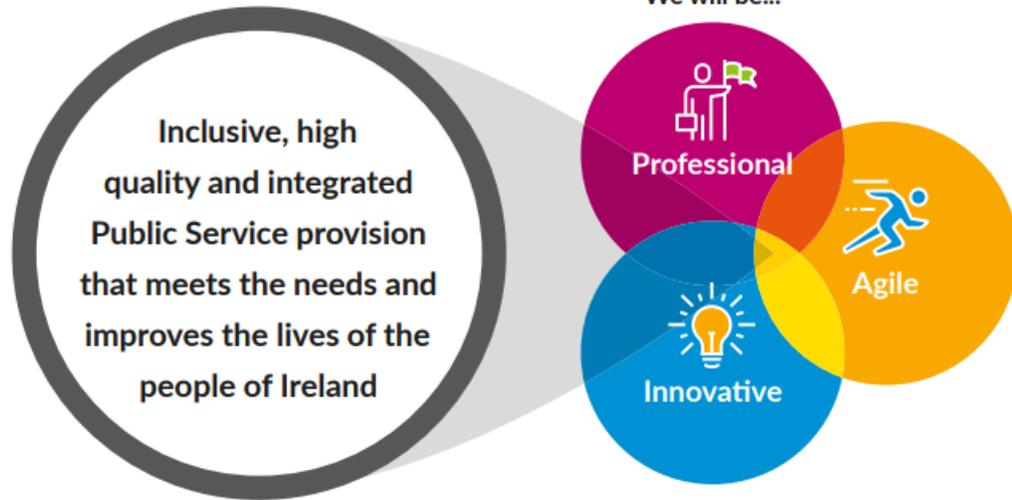
Innovative

Better Public Services

A transformation strategy to deliver for the public and build trust

1	**Digital and Innovation at Scale**
2	**Workforce and Organisation of the Future**
3	**Evidence-informed policy and services designed for and with our public**
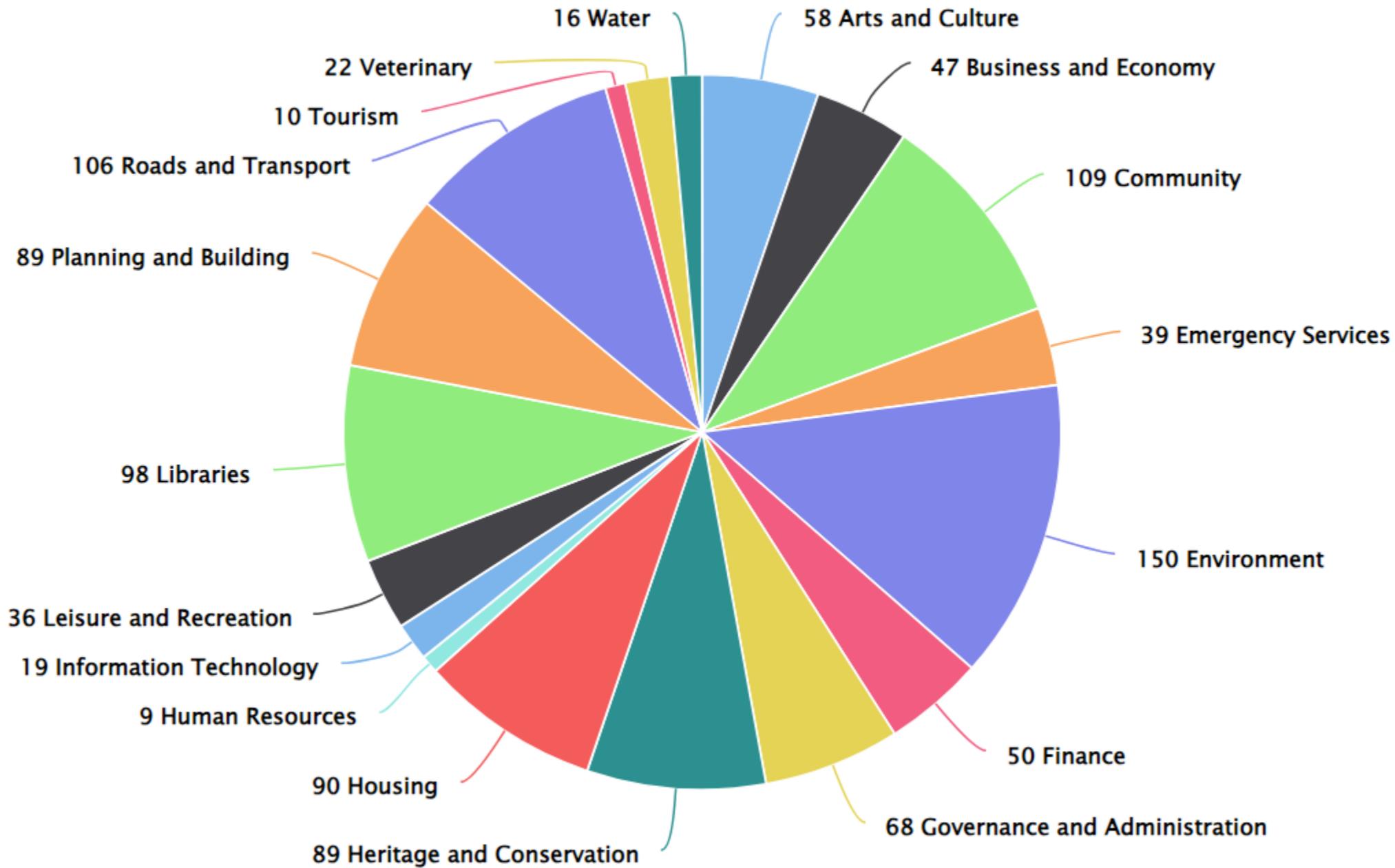
Healthy Ireland

- Increase the proportion of people who are healthy at all stages of life

- Reduce health inequalities

- Protect the public from threats to health and wellbeing

- Create an environment where every individual and sector of society can play their part in achieving a Healthy Ireland

14 Government Departments involved

The cross-society approach also includes all-island institutions, local authorities, public bodies, academia, schools & education institutions, sports, cultural, creative and voluntary groups.

hi Healthy Ireland

Sláinte**care**.

Healthy Ireland
Strategic Action Plan 2021–2025

Legislation and Guidelines for CPGs and SPCs

June 2024 Guidelines from the Minister for Housing, Local Government and Heritage under:

- Section 133(10) of the **Local Government Act 2001**, as amended by section 48 of the **Local Government Reform Act 2014**, in relation to Corporate Policy Groups (CPGs)

- Section 54(2) of the **Local Government Act 2001** in relation to Strategic Policy Committees (SPCs)

As per Section 48(1) of the 2001 Act, local authorities are required to establish 'strategic policy committees to consider matters connected with **the formulation, development, monitoring and review of policy** which relate to the functions of the local authority and to **advise** the authority on those matters'.

Revised Guidelines

Local Government legislation

- The role of local government in Ireland is underpinned by **Article 28A of the Irish Constitution.** The Constitution recognises that local government provides a democratic forum and works to **promote interests of local communities**. The Constitution also guarantees that local elections are held every five years.

- The main piece of legislation that supports how local government operates in Ireland is **the Local Government Act 2001 (amended by the Local Government Reform Act 2014).** This legislation sets out the powers, functions and duties of local government.

Public Sector
Codes and conduct

Public Sector codes and conduct

- Principles of Public Life ('Nolan Principles')
- Code of Conduct, Culture and Behaviours
- Declarations of Interest
- The Ethics in Public Office Act 1995, Part 15 of the Local Government Act 2001 (as amended)
- The Standards in Public Office Act 2001
- (the 'Ethics Acts')

Code of Governance for Local Authorities

The Local Government Reform Act 2014

- significantly strengthened the governance arrangements at local government level
- established the National Oversight and Audit Commission (NOAC) as an independent statutory body to provide oversight of the local government sector in Ireland

Good Governance Principles

- focusing on the purpose of the authority, on outcomes that deliver sustainable economic, community and wider societal benefits and on implementing a vision for the local authority

- promoting and demonstrating public service values through upholding high standards of conduct and behaviour

- **members and officials working together to achieve a common purpose within a framework of clearly defined functions and roles**

Good Governance Principles

- developing the organisational capacity and the leadership capability

- taking well-informed and transparent decisions and managing risks and performance

- **engaging openly and comprehensively with local people, citizens and other stakeholders to ensure robust public accountability**

- actively contributing to the furtherance and achievement of the Sustainable Development Goals

SPC members

External representatives

External representatives may be nominated by the following sectors:

Agriculture/Farming

Development/Construction

Business/Commercial

Trade Union

Environment/Conservation

Community/voluntary

Social Inclusion

Kilkenny SPCs

- Economic Development, Enterprise Support and Tourism, Planning and Development Policy

- Transportation Policy/Mobility Management and Infrastructure.

- Housing

- Climate Action, Energy & Environmental Protection

- Community, Integration, Cultural, Heritage & Fire Services

Economic Development, Enterprise Support and Tourism, Planning & Development Policy

- Tourism Strategy and Twinning
- Economic Development
- Enterprise Support Functions.
- Implementation and Review of the Economic Elements of the LECP
- Planning and Development
- Conservation of Built Environment
- Urban & Village Renewal
- Town & Rural Regeneration
- Land Activation/Vacant Site Levy/Derelict Sites

Transportation Policy / Mobility Management & Infrastructure

- Roads
- Road Safety issues and Traffic Management
- Mobility Management
- Active Travel
- Pedestrian Facilities
- Parking
- Public Transport
- Water Services Investment Programme
- Rural Water Programme

Housing

- Housing Construction / Refurbishment Programme
- Homeless Strategy
- Housing Strategy
- Housing Maintenance & Estate Management
- Allocations / Transfers
- Accommodation Programme for Travelling People

Climate Action, Energy & Environment Protection

- Climate Action
- Waste Management
- Flood Risk & Water Quality Management Plan
- Burial Grounds
- Building Control
- Energy Strategy/Standards
- Control of Animals
- Litter Management Plan
- Parks, Playgrounds & Open Spaces

Community, Integration, Cultural, Heritage & Fire Services

- Community Development
- Placemaking
- Arts & Culture
- Libraries
- Heritage
- Fire & Emergency Services
- Integration
- Social Inclusion

Kilkenny County Council structure

Kilkenny County Council

Corporate Policy Group

Strategic Policy Committees

Kilkenny Council Plans

Corporate objectives & supporting strategies

Strategic Policy Committees

SPC Work Programmes

SPC recommendations
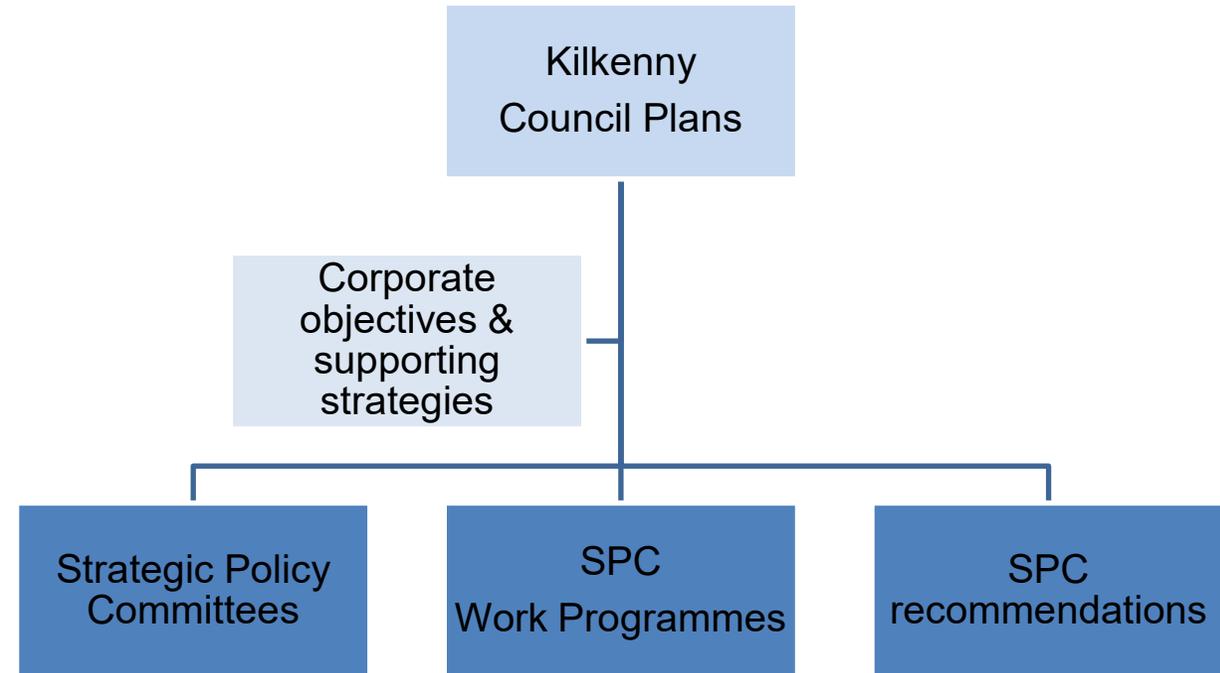
ELECTED COUNCIL
DETERMINES POLICY

CHIEF EXECUTIVE
IMPLEMENT POLICY

Director of Services

Corporate &
Infrastructure
*(including HR, Roads,
Machinery Yard,
Health & Safety)*

Director of Services

Planning, Economic &
Environmental
Services *(including
Parks, LEO & Town
Regeneration)*
Kilkenny MD

Director of Services

Housing & Community
Piltown MD

Director of Services

Integration,
Emergency Services
Culture *(including
Fire Service, Civil
Defence, Library, Arts
& Heritage)*
Callan-Thomastown MD

Director of Services

Finance, Information
Technology
Procurement, Facilities
Management, Special
Projects
Castlecomer MD

DELIVERY OF SERVICES

Kilkenny

Policy definitions for CPGs and SPCs (June 2024 Guidelines)

Policy formulation: the process where policy alternatives are identified and narrowed down.

Policy development: the most effective process used to implement policy.

For example:

- who

- financial and other resources

- timeframe

- measurable anticipated outcomes or results

Monitoring and reviewing: during and after a policy is implemented to evaluate whether the policy objectives are being achieved and the outcome of the policy approach taken.

Corporate Policy Group

The statutory basis for Corporate Policy Groups (CPGs) is set out in section 133 of the **Local Government Act 2001,** as amended by section 48 of **the 2014 Act**.

(a)**advise and assist** the elected council in the **formulation, development, monitoring and review of policy** for the local authority and for that purpose propose arrangements for the consideration of policy matters and the organisation of related business by the elected council

(b) **make proposals** for the allocation of business as between strategic policy committees and for the general coordination of such businesses

SPC Strategic role

Strategic role in assisting and advising:

Statutory:

- policy to mirror the functions of local authority
- prepare and adopt multi-annual work programme linked to Corporate Plan – can be updated

Non-statutory examples:

- urban, village and rural renewal plans
- policy related to the development of work programmes
- establishment of priorities for particular services
- consideration of the needs of people with disabilities
- integration of sustainability principles

CPG
- approve work programmes
- review in third year
- can make appropriate recommendations for issues to be considered

Corporate Policy Group: role

Co-ordinate work of all SPCs

Preparation of annual budget

Preparation of corporate plan

Provide input to the full council

Determine if a function is at local authority level

Monitor overall performance of the Council

Deal with overall issues – for example: delivery plans, customer service, value for money

Approve work plans for SPCs

Coordinate the work of SPCs

Request SPCs to consider policy issues

Provide feedback to SPCs

All Strategic Policy Committees (SPC)

There is a requirement on each SPC to have regard to the

Regional Spatial and Economic Strategies (RSES) prepared by the Regional Assembly.

LG Act 2001, Section 48(1A)

Each SPC should consider **climate action and climate impacts** as part of any policies they form.

Climate Action includes:

- biodiversity action
- water quality action
- sustainable land use
- energy (source and usage)
- resource management
- sustainable transport/mobility
- air quality/emissions
- soil quality
- waste management
- community action
- other related issues

Kilkenny SPC Chair: roles and responsibilities

Appointed by Elected Members of Kilkenny Council

Smooth and effective operation of SPCs

Interested and engaged in work of the SPC

Work with Director of Services

Set tone for collaborative and inclusive discussions

Lead SPC meetings – usually quarterly but can be more frequent

Present agreed recommendations to the full Council

Hold position for minimum period (3 years)

SPC Meetings

SPC Chair and Director of Service meet to clarify agenda and **agree on objectives**

Involve all members of SPC in drawing up agenda – as far as possible

Agree calendar of meetings

Structure calendar to meet policy and statutory timeframes

Conduct meetings in less rigid and formal way than full Council meetings

Ask SPC members for views on how to improve participation at meetings

Include reminder of ethical requirements (LG Act 2001, Section 177) and declaration of conflict of interests

Identify key contact person (other than Director of Service) for all SPC matters

Consider location – accessible, less formal, inclusive

Issue all documents - ideally four weeks in advance

Include action points with assigned responsibility in Minutes

SPC Standing Orders

- Times, days and locations of meetings

- Appropriate accessibility requirements

- Minimum terms of notice which should mirror those of the Council

- Ordering of the Agenda

- Provision to suspend Standing Orders

- Right to speak and equality in making views known

- Handling confidential material

- Conflicts of interests and abstention from discussions and voting

- Presence of the public and media representatives at SPC meetings, in accordance with section 45 of the Local Government Act 2001, as amended

- Procedures to allow for review of previous committee business and recommendations

Views of Elected Members expressed at SPC

The Chief Executive is required to **have regard to** the views of the elected members in the discharge of the executive functions of the council, including as expressed at a meeting of an SPC.

The Chair will also take into consideration:

- all other matters required by law

- good governance, policy or other reasons the Chair considers prudent

Views expressed at the SPC meeting could require the particular attention of the Chief Executive. The Chair:

- identifies these for the Director of Service

- shares with Chief Executive and other colleagues on the local authority staff, as appropriate

The legal base for this requirement is section 147(7) of the 2001 Act, as inserted by section 54 of the 2014 Act.

Support for SPC members

- Director of Services
- Chief Executive

- SPC or SPC Chair can request the Chief Executive to provide all information that is in the possession of the local authority, or which the Chief Executive is in a position to procure, related to the business of the SPC.

- Usually agreed between the Director of Service and the SPC Chair or the SPC can request it.

- The information should be made available to the members of the SPC as soon as it is available, to help the effective and efficient transaction of the business.

The legal bases for these provisions are sections 132 and 136 of the 2001 Act, as amended respectively by sections 47 and 51 of the 2014 Act.

Advice and information from Chief Executive

- Advise and assist SPC

- Meet with Director of Service to identify materials and resources for SPCs

- Respond to requests for additional information from SPC

- Check requests met in timely manner to help SPC carry out business

The legal bases for these provisions are sections 132 and 136 of the 2001 Act, as amended respectively by sections 47 and 51 of the 2014 Act.

SPC Guidelines for Work Programmes

SPC members fully involved in the process of preparing the SPC work programmes

- Sequence for each SPC:
- Decide on policy parameters.
- Prepare draft work programme
- Circulate draft for observations, comments, and feedback.
- Allow at least four weeks for SPC members to return responses on draft work programme.
- Consider any responses from SPC members.
- Submit final work programme to the CPG for approval

SPC meetings: policy support and development

Work plan linked to corporate development plan

Involve SPC members

Director of Service undertake necessary background research to present to SPC members – clear, concise, brief

Consider range of external research – for example: LGMA, third level institutions, NOAC or if funds available for external research expertise

Consider inviting policy experts to speak – perspectives (ethics framework), conflicts of interest

SPCs and Service Delivery Plans (SDPs)

Service Delivery Plans (SDPs) facilitate the identification of **objectives** and preparation of **strategies** for individual services.

Relevant policy issues can be identified for special consideration and in-depth examination by the SPC.

- statements of overall policy

- focus on best practice issues

- identify particular issues to be addressed and approaches taken

- review overall performance of programmes

- address value for money (VFM) issues, effectiveness and efficiency

Feedback from SPC meetings

Each sector uses a structured feedback process between sectoral representatives and their nominating sectors.

- Make appropriate and relevant information publicly available. For example, the work of the SPCs, the outcomes and impact of their work. This includes minutes and reports.

- Identify confidential documentation to be removed from the publicly available documents.

- Issue an agreed statement of (non-confidential) outcomes in timely manner after meetings.

Assistance from Public Authorities

- Assist the SPC in the formulation of policy proposals

- Provide additional resources

- Strengthen links between LA and public bodies (in relevant sector for each SPC)

- Not used to question public authority on functions, performance or duties

The legal bases for these provisions are sections 132 and 136 of the 2001 Act, as amended respectively by sections 47 and 51 of the 2014 Act.

State Agencies / Local Development Agencies

- SPCs and Council can invite officials from agencies to attend and participate in meetings if they:

- operate in area

- can provide expertise and input to the work of the SPC

Sectoral views

- Use PPN structures and processes to hear and understand diverse range of views where relevant

- Create an inclusive and effective pathway for sharing expertise, experience and knowledge of local matters to help inform decisions

- Encourage effective engagement from local communities

- Consider ways of involving underrepresented groups

The final decision lies with the full Council.

Presentation of policy proposals to SPCs

2014 Act: provision for early presentation of proposals to SPCs

Early involvement for SPCs:

- preliminary preparation of policy
- setting of overall parameters
- identification of issues to be addressed
- approaches to take

This allows SPCs to present considered response to full Council.

Director of Service / Chair of SPC meet to discuss preparation of preliminary and supporting papers

Present proposals and papers to SPC

Discuss the outline development or amendment of any policy

Include how and when implementation will be reviewed and monitored

Being an effective committee member

- Unique contribution
- Preparation
- Active participation
- Communication
- Strategic focus

Policy

Legislation and Guidelines for CPGs and SPCs

As per Section 48(1) of the 2001 Act, local authorities are required to establish 'strategic policy committees to consider matters connected with **the formulation, development, monitoring and review of policy** which relate to the functions of the local authority and to **advise** the authority on those matters'.

Revised Guidelines

Policy gaps

1. Reasons why policy might not work.
2. What could have been done at planning stage?
3. What could have been done in the monitoring stages?
4. Are there common themes?
5. What are the recommended solutions or next steps?

Policy gaps

- Policy formulation and implementation are linked:
- The potential outcomes of the policy itself may change significantly during implementation.
- Complexity in public service systems often means we cannot directly control how these changes happen.
- The real-world effects that policies produce are often complex and unpredictable

Goals

Rules

Feedback

Response

Policy review

- clear purpose

- clear owner

- framework for decisions

- outcomes are clearly stated and measurable

- stakeholders have been involved in the development

- appropriately resourced

- clear accountability

- sustainable and future proofed

- impact of policy on different groups considered

- ideas have been tested before implementation

Policy problem solving

1. **Identify:** what is the policy problem

2. **Diagnose:** distinguish between causes of a problem and symptoms of it

3. **Design:** feasible options to tackle the problem, take into account context and capability

4. **Test:** refine one or several steps as needed

5. **Implement:** build in monitoring steps

Policy planning

Set clear goals – defined and linked to the Development Plan

Review previous policy – what is useful for next steps

Discuss ideas / policy options – what evidence is needed, who can give advice and information, include service users

Design the steps – start with end goal, be realistic, allow flexibility

Set clear timeframes to check progress – who and when and how and then what

Plan for feedback and evaluation

Policy making and reviewing

Making effective use of:

- Resources

- Expertise

- Time

- Meetings

Example 1

By 2030, the government aims to achieve the following:

- cutting greenhouse gas emissions by at least 30%

- reaching a target of at least 32.5% energy efficiency

- delivering 70% renewable electricity

Climate Action Plan 2024

LG | Local Government

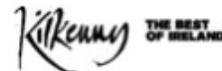| Theme: Leadership, Governance and Accountability						
Measures: Implementation of Local Government Climate Action						
Actions						
Action Number	Actions	Steps Necessary for Delivery	Output	Timeline	Lead	Stakeholders
LG/24/1	**Adopt the Local Authority Climate Action Plans**	All LA CAPs are adopted at local authority level.	31 Local Authority Climate Action Plans adopted	Q1 2024	Local Authorities (Reporting lead: DECC)	CCMA, DECC, Local Authorities, Regional Assemblies
LG/24/2	**Develop Decarbonising Zones**	Decarbonising Zone Action Group to focus on addressing blockages that require cross-governmental and agency collaboration.	Establish a Decarbonising Zone Action Group	Q2 2024	DECC	CAROs, CCMA, DHLGH, Local Authorities, Regional Assemblies
LG/24/6	**Support Cork and Dublin in the EU Climate-neutral and Smart Cities Mission**	Oversee the Mirror Group and City Lead Group and provide support and technical expertise to assist the cities in developing their Climate City Contracts for submission to Net Zero Cities.	Cork and Dublin submit Climate City Contract	Q4 2024	Cork City, Dublin City (Reporting lead: DECC)	DECC, Galway City, DFHERIS, Regional Assemblies

Climate Action Plan 2024

Theme: Horizontal/Cross-cutting		2025 KPI: Reduction in Total Vehicle Kilometres and Fuel Usage, and Increase in Sustainable Transport Trips	2025 Abatement Potential: Included in Basket of Sustainable Transport/Demand Management Measures: 0.7 $MtCO_2eq.$

Measure: Communications Strategy

Actions

Action Number	Actions	Steps Necessary for Delivery	Output	Timeline	Lead	Stakeholders
TR/24/4 (TF)	**Progress evidence-based engagement strategy actions and advertising campaigns to support achievement of transport sector behavioural change and emissions abatement targets**	Continue to roll out future phases of "Your Journey Counts" national advertising campaign Climate Action and Sustainable Mobility Public Engagement Strategy to build awareness and inspire ownership for action in individuals, private organisations and public sector bodies, while also increasing support and acceptance for the delivery of critical infrastructure	Follow-up national-scale communications campaign around climate action and sustainable mobility, and showcase Public Engagement Pilot Initiatives	Q4 2024	D/Transport	DECC, Local Authorities, Transport Operators, NTA TII, Irish Cycling Campaign, An Taisce, PPNs

Kilkenny County Council Climate Action Plan

2024 - 2029

Kilkenny
Going Green

Comhairle Chontae Chill Chainnigh
Kilkenny County Council

Kilkenny THE BEST OF IRELAND

Strategic Goal 1: Governance and Leadership

No.	Action	Aim	Adaptation/ Mitigation/ Both	Tracking Measure/Key Performance Indicator (KPI)	Lead Dept	Partners	Timeframe	SDG
1.7	Climate proof Kilkenny County Council **grants programmes**	Ensure that climate action and sustainability are addressed in funding and grant programmes	Both	* Develop climate proofing and sustainability checklist * Disseminate checklist and guidance * No. of programmesclimate-proofed * Update Council Grants Booklet to address climate action	Climate Action Community Town Regeneration Parks	All Service Areas	Checklist developed by Q1 2024, Ongoing	SDG12 SDG13 SDG16

Strategic Goal 2: Built and Transport

No.	Action	Aim	Adaptation/ Mitigation/ Both	Tracking Measure/Key Performance Indicator (KPI)	Lead Dept	Partners	Timeframe	SDG
2.1	Participate in the national **Smarter Travel Mark Programme** and **Smarter Travel Mark** in Kilkenny County Council	Reduce emissions from staff travel to and from work	Mitigation	* Certification level achieved by Council; * Number of businesses who adopt the programme	Active Travel	National Transport Authority, Climate Action	2024 and yearly	SDG9 SDG11 SDG13
2.2	Review **Local Authority business travel model and working arrangements** to move towards the Avoid-Shift-Improve model, reduce emissions, energy use and reduce office space	Reduce energy and emissions from local authority business travel and office use	Mitigation	**(1) Business Travel Model** * Review complete *Apply national Travel and Subsistence Rates when available **(2) Hybrid/Blended working & Hot-desking** * Review office / facilities space and occupation * % of staff availing of hybrid working * Hot-desking trial completed by Finance (Q2 2024)	Finance Corporate Human Resources IT Facility Management	All Service Areas, LGMA, DHLGH	2024-2029	SDG9 SDG11 SDG13

The Library is the Place

To enrich the lives of people and communities in Ireland by providing **universal access to information** and resources to promote reading and enjoyment, lifelong learning, life skills, education and cultural engagement.

'the <mark>frontline information service for local authorities,</mark> continue to signpost users to other reliable agencies and sources of information and design any new services and spaces in partnership with the community'

Examples of links to other government strategies:

- Sustainable, Inclusive and Empowered Communities Strategy
- Town Centre First Policy
- explicit contribution to sustainable development and meeting the challenges of climate change
- Literacy, Numeracy and Digital Literacy Strategy
- Adult Literacy for Life

Almost 1 in 5 (18%) of adults struggle with reading and understanding everyday text.

1 in 4 adults (25%) had difficulties using maths in everyday life.

Almost 1 in 2 (47%) adults lack basic digital skills.

Fáilte Ireland
Destination Experience Development Plans (DEDPs)

Strong Character & Sense of Place	Rich diversity of functions and activities	Adaptable urban structure to accommodate longer term changes	Well-connected network of streets
Priority in town centre for pedestrians	Coherent, legible and attractive streetscapes	Good quality and attractive public realm	Survival of the main street
Unlocking under-used and vacant sites	Ensuring clean and safe environment	Addressing traffic and congestion	Integration of green spaces & linkages within and around the town

Kilkenny policy links

5E	Invest in public realm to create more multi-functional vibrant and inviting public spaces in urban areas and villages, which will greatly enhance the overall quality of place and act as a catalyst to stimulate private sector development. The public realm will be informed by the Kilkenny Access for All Strategy 2018-2021. The Council will ensure that the maintenance, cleanliness and animation of public spaces is manged in order to encourage visitors to dwell more in these spaces.	Ongoing	Range of projects completed and underway. Ormonde St. (complete), Vicar St. (commenced), Watergate Park, Kieran St / Market Yard (tender), Moate Field Callan (complete). Playground in Freshford.
5F	Development of the Kilkenny Greenway as part of the South East Greenway in South Kilkenny.	End of 2025	8km of 24km constructed. 6km was open to public in July 2023. Tender for next 5km phase awarded. Remainder at design stage.

| 5C | To continue to develop sustainable high-quality tourism, leisure and complementary activities for the City & County with the key stakeholders enhancing the position of Kilkenny as a Hero site within Ireland's Ancient East branding. |

What would you need?

1. Who can give evidence-based information?
2. Can this be shared and understood in advance of meeting?
3. What will the meeting objectives be?
4. Action points and timeline decided.
5. What next?

Example meeting presentation:
- Summary of 5 key points
- 3 Key Questions and defined action points

Timeframes

Project Ireland 2040

Kilkenny Development and Corporate Plans

5 years

SPC – meet at least 4 times = 20 meetings

CPG review Year 3

National policies could change

SPC role in making and reviewing policy

Reading relevant documents and summaries on the topic

Asking for more specific information to help them with their recommendations

Providing summary of possible and / or preferred decisions with reason or supporting evidence

Advising the CPG and full Council on formulating, developing, monitoring, reviewing on relevant policy matters – linked to the Corporate Plan

Giving advice to the full Council on strategic statutory matters

Being involved in policy making from the early stages

What next?

Programme for Government 2025

Securing Ireland's Future

'Local Democracy Taskforce' – strengthen local government

Examples of areas of focus:

- Principle of subsidiarity
- Increasing range of reserved functions and consider devolving more powers to LG
- Granting councillors greater input to budget
- Re-balancing power between elected councillors and executive officers
- Strengthening framework and powers of MDs and Area Committees

![IPA logo — An Foras Riaracháin, Institute of Public Administration]

Thank you!

Corinna Harte

charte@ipa.ie