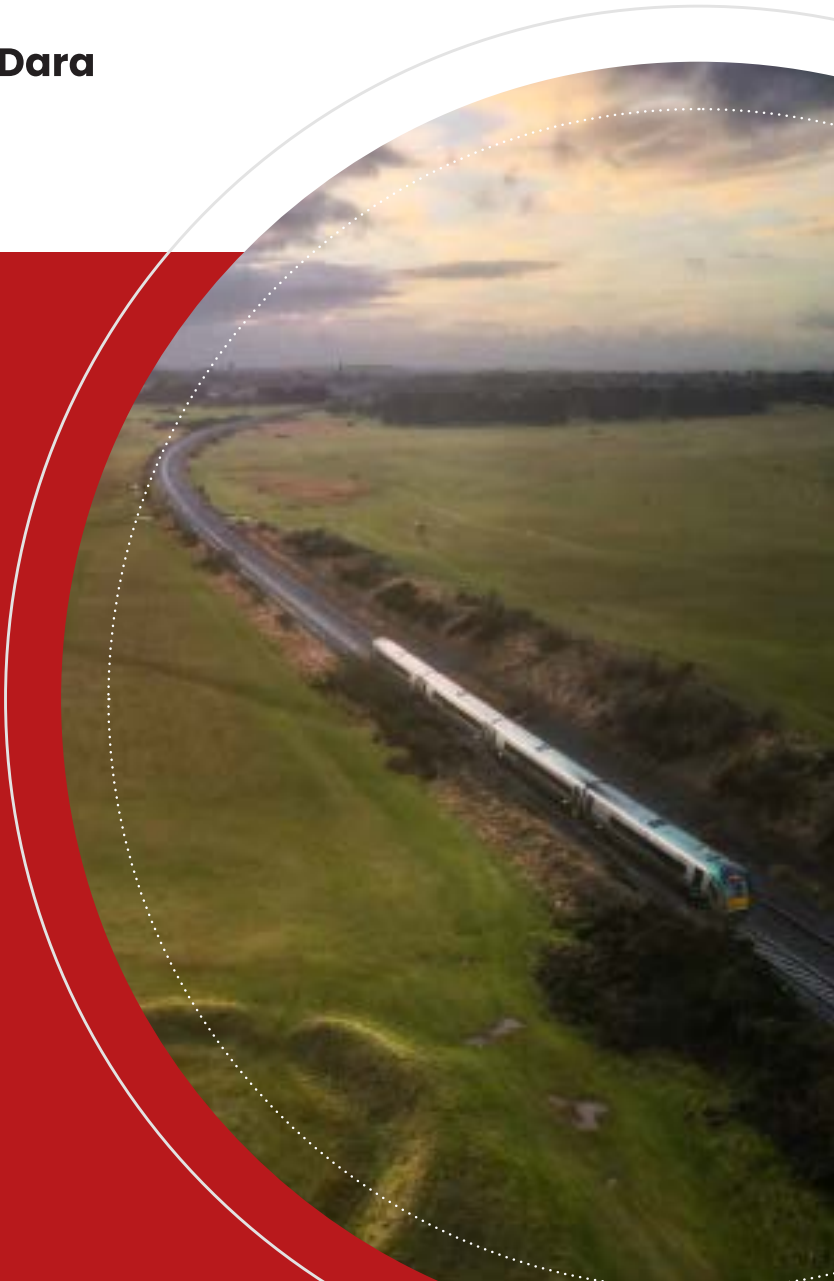




**Comhairle Contae Chill Dara**  
Kildare County Council

# Annual Service Delivery Plan

2025



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## Cover Images:

Curragh of Kildare, Rail-line – Mark McGuire Photography

Castlefen Launch

Tree Week

Kildare Sports Partnership Kayaking Skills Programme

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*Creating a sustainable future while improving quality of life for all the people of Kildare*

## Our Vision

# Our Core Values

*Our values guide us, defining the way in which we will behave, as we strive to create a sustainable future together that improves quality of life for all the people of Kildare.*

The values, goals and supporting objectives in our Plan are influenced by the outcomes of consultation.

In fulfilling our mission and pursuing the implementation of this plan, elected members and employees will be guided by our Core Values.

**01**

### **Customer Focused**

We are dedicated to serving the people of Kildare in a manner that is accessible, responsive, fair, inclusive and equitable.

**02**

### **Professional**

We are committed to high standards of service delivery, while supporting training, personal development and continuous professional development.

**03**

### **Innovative**

We are forward looking, anticipating future needs, willing to collaborate and discover new and better ways of working and solving problems.

**04**

### **Respectful**

We are dedicated to engaging with our customers and each other with dignity, integrity and in a manner that is polite and courteous.

**05**

### **Transparent**

We are open and accountable and willing to take responsibility for our actions.

## Performance Management Framework



# About This Plan

The purpose of this Plan is to identify the key services that Kildare County Council intends to deliver during 2025. Key policy documents and plans, listed below, set out the framework within which the local authority operates:

- Corporate Plan 2025 - 2029
- Annual Budget 2025
- Capital Programme 2025 - 2027
- County Development Plan
- Local Economic and Community Plan
- Climate Action Plan.

Each year, after the Council adopts the budget, the Council then adopts a service delivery plan with targets based on the objectives in the corporate plan. These objectives feed into operational team plans and the objectives of individual staff members through the performance management and development system.

The performance indicators in the Annual Service Delivery Plan are aligned to the United Nations Sustainable Development Goals.

**Following the end of each year**, we publish an Annual Report, setting out Corporate Plan achievements for the past year and the delivery of the service levels.

In addition our **Monthly [Chief Executive's report](#)** to elected members details progress.

Our **[website's News area](#)**, press releases, and social media activity keep people informed **day to day** on initiatives over the five-year period of the Corporate Plan.

The budgetary process, **each year**, is an opportunity for the organisation and elected members to reappraise our capacity, involving decisions like project reprioritisation, budget reallocation, or increased charges, where necessary.

The budget supports our **annually** published service delivery plan which implements the Corporate Plan, setting out annual departmental objectives.

**Monthly**, the Chief Executive's report to elected members details corporate progress and the Annual Report includes a Corporate Plan Achievement's Report.

**Bi-monthly** management team reports and meetings ensure visibility around performance across all Directorates.

# Finance Summary

The Service Delivery Plan is given effect through expenditure approved under the Annual Revenue Budget for 2025. The Budget for 2025 provides for a total expenditure of €260m and anticipates income of €163.8m from a range of services and sources including rents, fees, charges, loan repayments, grants and recoupments.

## Revenue Expenditure

Despite the challenges of rising material and labour, additional spending was prioritised on areas such as Housing and Road Maintenance, Housing Grants, Public Realm, Economic Development, Climate change and Carbon efficiency, Parks Maintenance and Libraries. The budget was drafted and adopted, on the basis that grant allocations received for 2024 will continue into 2025.

The expenditure planned represents a 10% increase on 2024, allocated as set out below. This expenditure is equal to spending approximately €1,050 per citizen based on our population of 247,774 (Census 2022), this is up from €955 per citizen in 2024.

Division	Expenditure Budget 2025	Expenditure Budget 2024	Income Budget 2025	Income Budget 2024
A. Housing and Building	€101,730,192	€88,314,687	€91,453,385	€78,924,974
B. Road Transport & Safety	€48,553,569	€44,078,492	€25,619,132	€23,074,491
C. Water Services	€10,198,753	€9,761,441	€9,640,043	€9,685,115
D. Development Management	€31,158,212	€29,329,681	€11,468,268	€11,182,089
E. Environmental Services	€26,403,312	€24,476,766	€7,829,799	€7,885,780
F. Recreation & Amenity	€19,596,511	€17,635,477	€2,559,427	€2,186,866
G. Agriculture, Health & Welfare	€1,415,957	€1,305,175	€305,279	€308,441
H. Miscellaneous Services	€21,314,641	€21,941,075	€14,979,272	€10,042,563
<b>Total</b>	<b>€260,371,147</b>	<b>€236,742,794</b>	<b>€163,854,605</b>	<b>€143,290,319</b>

## Income

As part of the Councils budget strategy, in September 2024, the elected members decided to retain the LPT variation adjustment factor of +10% for a period of one year.

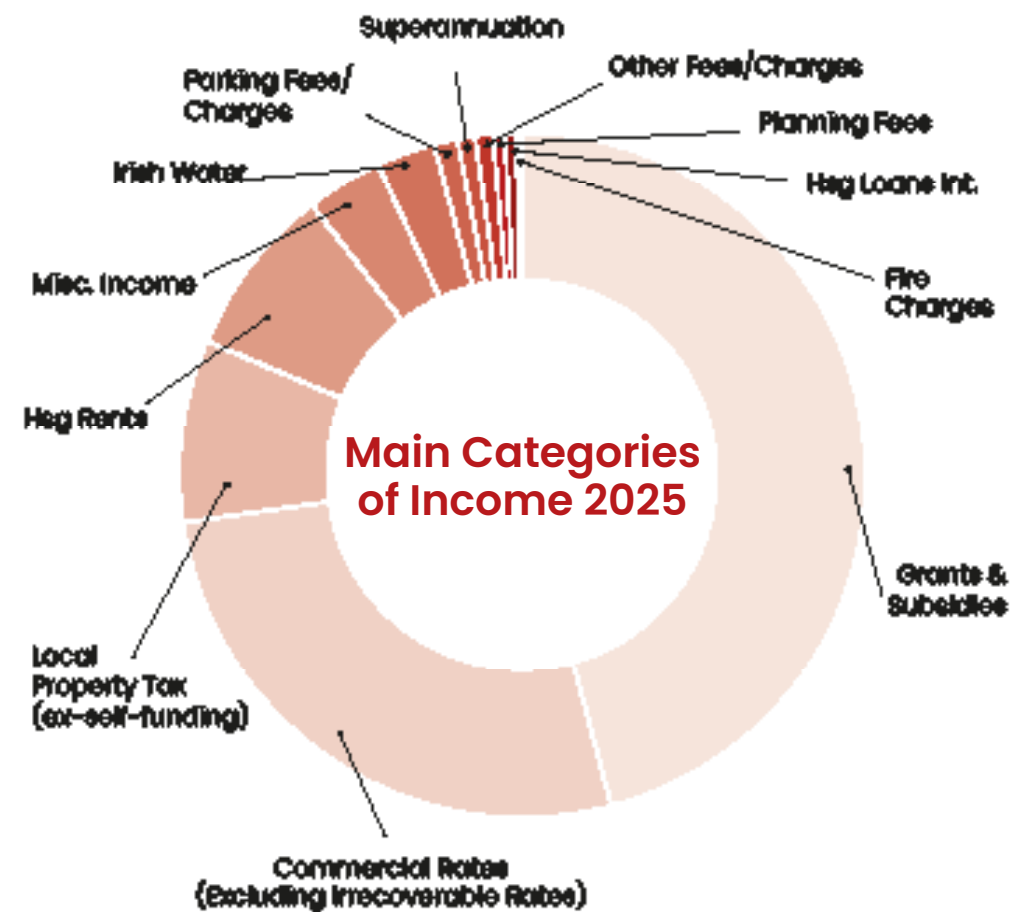
Social housing rents and the Annual Rate on Valuation (ARV) for commercial rates was unchanged. To achieve a balance between rates relief to landlords seeking occupants for properties and promoting occupation of vacant properties, for 2025 the rate of vacancy relief remained at 100% but with an application limit of five consecutive years.

Approximately 54% of our income is from local sources and 46% from the Exchequer. The Council is focused on maximising collection levels, but every effort is made to work with ratepayers, tenants, and mortgage holders in difficulty to identify solutions and reach positive outcomes.

Income Categories	Budget 2025
Grants & Subsidies	€116,822,610
Commercial Rates (Excluding Irrecoverable Rates)	€68,194,979
Local Property Tax (ex-self-funding)	€22,155,235
Hsg Rents	€20,804,896
Misc. Income	€8,907,084
Irish Water	€6,812,550
Parking Fees/Charges	€3,179,153
Superannuation	€2,370,499
Other Fees/Charges	€1,896,313
Planning Fees	€1,266,500
Hsg Loans Int.	€1,095,000
Fire Charges	€700,000



County Kildare has approximately 4,975 rateable properties (at October 2024). Of this total, 86% pay less than €10,000 per annum, 70% pay less than €5,000 per annum, 53% pay less than €3,000 per annum and 35% pay less than €2,000 per annum. 14% of Kildare County Council ratepayers pay 83% of rates owed.



Planning Fees	0.50%	Hsg Rents	8.18%
Hsg Loans Int.	0.43%	Misc. Income	3.50%
Fire Charges	0.28%	Irish Water	2.68%
Grants & Subsidies	45.96%	Parking Fees/Charges	1.25%
Commercial Rates	26.83%	Superannuation	0.93%
Local Property Tax	8.72%	Other Fees/Charges	0.75%

A full breakdown of the Council's Budget for 2025 is available by searching Annual Budget on [www.kildarecoco.ie](http://www.kildarecoco.ie)

## Capital Programme

The capital programme proposed for the three years 2025 - 2027 anticipates investment of €808m across the entire county.

If additional funding can be secured from relevant stakeholders, there is an additional €86m of other projects that could be delivered in the period 2025 - 2027.

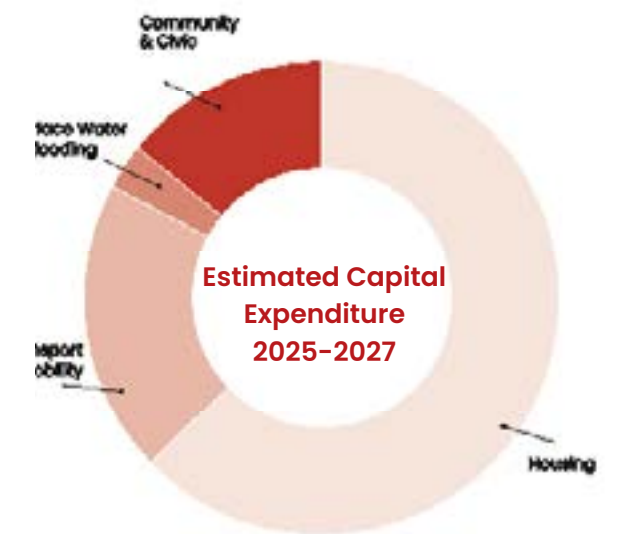
Progress of the projects outlined in the Capital Programme 2025 - 2027 relies heavily on the availability of funding from the Exchequer/EU together with Development Levies and the Council's own resources.

The commitment of funding from all sources is essential prior to the commencement of any of the projects listed in this capital programme.

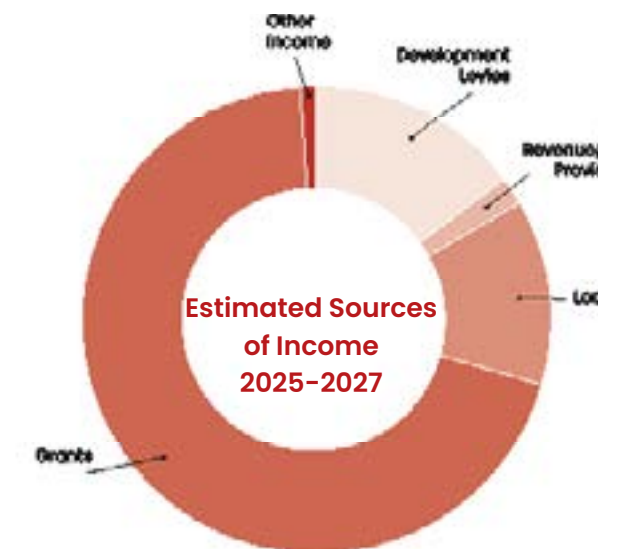
It would be unrealistic to suggest that projects costs and funding streams presented in the Capital Programme 2025 - 2027 are definitive because capital projects by their very nature are flexible rolling plans which involve an annual review particularly in the environment of increased costs due to inflation.

It is hoped that further grant funding will be secured to match Kildare County Council's own funding and progress additional projects.

The full Rolling Capital Programme is available online at [www.kildarecoco.ie/YourCouncil/Publications/Finance/Budget](http://www.kildarecoco.ie/YourCouncil/Publications/Finance/Budget)



Community & Civic	14%
Housing	63%
Transport & Mobility	20%
Surface Water & Flooding	20%



Development Levies	15%
Revenue/LPT Provision	2%
Loans	13%
Grants	70%
Other Income	1%

# Principal Services

During 2019-2024, our organisational structure was revised to account for changing priorities, both locally and nationally. The current structure is set out below.

Over the last 30 years **Kildare's population doubled**, while that of the State grew by 45%. The County's **population has grown over 11.4% since 2016** (State growth 8.1%) as shown in [Census 2022](#). ESRI projections indicate Kildare will experience **growth of 18% between 2021 and 2040**, above projected growth for the state (+12.6%).

[\(Census 2022 Datasets - Kildare County Council\)](#)

This County therefore continues to experience a challenging environment for service delivery. Economic buoyancy and competition for employment in the Greater Dublin Area means recruitment, retention and expansion of our staffing levels and skills development are vital to implement this and future Annual Service Delivery Plans. A key priority for 2025 will be completion of our Workforce Plan, and to ensure that our resourcing needs grow and our organisational structure changes, in line with demands on our services and staff.

## Management Team - Kildare County Council



Sonya Kavanagh  
Chief Executive



Annette Aspell  
Deputy CE / Housing and Regeneration



Celina Barrett  
Transport, Mobility and Open Spaces



Marian Higgins  
Climate, Community, Environment and Water



Eoghan Ryan  
Corporate, People and Cultural Services



Alan Dunney  
Planning, Enterprise, Economic Development and Emergency Services



David Creighton  
Integration



Eileen Hanlon  
Finance, Digital Services, Innovation and Governance

# Organisational Structure

## Climate, Community & Environment

- Landfill Aftercare
- Waste management
- Environmental Awareness
- Burial Grounds
- Flood Risk Management
- Rural Water
- Surface Water Planning
- Eastern and Midlands Climate Action Regional Office (CARO)
- Climate Action
- Community Development and Support
- Age Friendly
- Local Community Safety Partnership
- Brigid – Spirit of Kildare
- Twinning
- Sports Partnership
- Sports and Community Centres
- LCDC

## Corporate, People and Cultural Services

- Procurement and Property Management
- Facilities Management
- Elected Members Services
- Customer Service
- Communications
- Register of Electors
- Data Protection & FOI
- Management Support Office
- Human Resources
- Health and Safety
- Arts Services
- Library Services

## Finance, Digital Services, Innovation and Governance

- Internal Audit
- Innovation
- Corporate Governance
- Information Technology
- Debt Collection
- Motor Taxation
- Development Contributions

## Housing and Regeneration

- Social Housing
- Affordable Housing
- Approved Housing Body Provision
- Housing Assistance Payment
- Grants and Loans
- Architectural Services
- Traveller Accommodation
- Homeless Service
- Tenant Liaison Services & Estate Management
- Housing Maintenance
- Energy Retrofit
- Housing Strategy & Aquisitions
- Private Rental Inspections
- Strategic Projects & Public Realm
- Rural & Community Development
- Town Regeneration
- Vacant Homes
- Derelict Sites

## Integration

- Integration Supports and Services
- Local Authority Integration Team
- Community Response Forum
- Ukraine Services
- Offer a Home Scheme

## Planning, Enterprise, Economic Development & Emergency Services

- Forward Planning and Policy
- Development Management
- Building and Development Control
- Planning Administration
- Planning Enforcement
- Built, Natural and Cultural Heritage
- Local Enterprise Office (LEO)
- Enterprise, Economic Development and Tourism Support
- Fire Services
- Civil Defence
- Major Emergency Management

## Transport, Mobility and Open Spaces

- Transport Administration (including Parking Services)
- Transport Operations
- Sustainable Transport
- Parks & Open Space
- Capital Projects
- National Roads Office
- Department of Transport Support Office



# Corporate Plan Alignment

This Service Delivery Plan is structured under the strategic goals set out in the Corporate Plan. Under each of the strategic areas, details are provided on objectives and accompanying performance targets. The Strategic Goals in the Corporate Plan 2025 – 2029 are:

## Strategic Goals

**Climate Action, Resilience and Environmental Protection**

To show leadership in the transition to a climate resilient, biodiversity rich, environmentally sustainable and climate neutral local economy.

**Alignment with the UN SDGs**

**Increase Energy Efficiency, Decarbonise Energy Systems and Sources**

To lead and support high standards of energy management practices and maintain this across the organisation to ensure the 2030 energy efficiency target is met.

**Alignment with the UN SDGs**

**Housing Solutions and Supports**

Address housing provision by providing housing services and supports and implementing Kildare's Housing Delivery Action Plan.

**Alignment with the UN SDGs**

**Enabling and Delivering Sustainable Infrastructure and Development**

To enable and deliver sustainable and accessible economic, social, and physical development, to meet the needs of the County's growing and diverse population.

**Alignment with the UN SDGs**

**Economy and Employment**

To enable an inclusive, economically vibrant County that attracts the resources and investment necessary for continued sustainable growth.

**Alignment with the UN SDGs**

**Town and Village Regeneration**

Revitalising the economic and social activity of our towns and villages.

**Alignment with the UN SDGs**

**Community Leadership, Inclusion and Well-Being**

Build resilient communities, supporting everyone to live full, healthy and inclusive lives and to enjoy a high quality of life at all stages.

**Alignment with the UN SDGs**

**People, Service, Resources and Innovation**

Continue to implement the Local Government Reform Programme, supporting communications and service delivery by maximising the impact of our people, funding, services and ICT resources.

**Alignment with the UN SDGs**



# Performance Targets and Priorities

## Performance Targets and Priorities

Kildare County Council will, during 2025, endeavour to sustain or improve the levels of performance achieved in 2024. The following section includes the standards achieved in 2024, which serve as a target baseline for 2025. In setting out our priorities for 2025, this Plan shows the operational alignment of our activities and indicators with both the United Nations Sustainable Development Goals and our Corporate Plan 2025- 2029.



### Service indicators

Service indicators show the high-level impact of Kildare County Council's service delivery on our county and community. Kildare County Council uses these indicators to track progress and performance against our service delivery and to guide our decision-making.

## Strategic Goal

# 1

## Climate Action, Resilience and Environmental Protection

To show leadership in the transition to a climate resilient, biodiversity rich, environmentally sustainable and climate neutral local economy.

Alignment with the UN SDGs



## Performance Indicators

UN SDGs	Icon	Value	Description
3		3%	%/No. of climate action initiatives delivered under Climate Action Plan (*Plan adopted 2024)
6		91	No. of staff completing Climate Action Training Programme Annually
7		3,000	No of citizens attending Climate Programme events
10		74	Cemetery Committees grant aided
11		269	No of litter fines issued
12		96.2%	Percentage of private water schemes monitored
13		1,284	Pollution cases investigated
14		42	Schools participating in Green Schools Programme
15		75%	% area surveyed that unpolluted or litter free
		38	Tidy Towns Groups grant aided
		94	Initial farm inspections under EPA's Agricultural Inspection Programme





## Climate Action and Resilience, Energy and Environmental Protection Annual Priorities

- 1.1 Show leadership in implementing the County Kildare Climate Action Plan.
- 1.2 Ensure continued robust enforcement, licensing, certification and regulation in environmental protection and planning enforcement to manage and protect the built and natural environment.
- 1.3 Facilitate the appropriate growth of the county, whilst collaborating with stakeholders, to protect and enhance biodiversity, water systems, natural and built heritage, and green infrastructure, including peatlands and reduce the impacts of climate change.
- 1.4 Mobilise climate action environmental protection in local communities through increasing climate literacy, capacity building, policy, and financial support.
- 1.5 Align objectives and actions for climate, energy, water, and biodiversity within our work programmes to maximise efficiency from existing resources and collaborate with other local authorities to encourage climate action initiatives.
- 1.6 Promote and support farmers in diversifying to lower carbon agricultural activities, whilst retaining the economic performance of the agriculture sector in Kildare.
- 1.7 Support implementation and priorities of the National Waste Management Plan for a Circular Economy 2024-2030.
- 1.8 Embed the principles of sustainability and support circular economy initiatives, through training, awareness and supports to empower people and businesses to make informed sustainable, circular and climate positive choices.
- 1.9 Continue to secure, promote awareness of and administer funding that ensures the appropriate protection of the County's built, natural, and cultural heritage.
- 1.10 Oversee responsive and coordinated severe weather and major emergency services, in collaboration with partner agencies, including civil defence.

- 1.11 Develop and implement a countywide Green Infrastructure Strategy and Biodiversity Action Plans.
- 1.12 Continue to implement our programme of maintenance of amenity and recreation space in a way that supports climate action and biodiversity protection.
- 1.13 Support the Climate Action Regional Office (CARO) to deliver on work programme.
- 1.14 Enhance the capacity of Kildare County Council to deliver Climate Action objectives, assisted by the Climate Action Office.
- 1.15 To facilitate the delivery of OPW Flood Risk Management Plans for Eastern and South-Eastern CFRAMs catchments.
- 1.16 Kerdiffstown Park – Formal opening and ongoing management of remediated site.
- 1.17 Improve services in relation to the control of horses and dogs. In particular improve services in light of upgrade of dog pound including ICT aspects.
- 1.18 Manage burial ground programme/capacity.  
  
To implement policies and achieve targets set down in Eastern / Midlands Regional Waste Management Plan and the EPA's Recommended Minimum Criteria for Environmental Inspections (RMCEI).
- 1.20 Ensure full take-up of grant funding aimed at extending public water services to rural nodes/villages.
- 1.21 Continue to support and promote the Tidy Towns Committees and Green Schools Programme.
- 1.22 Monitor the objectives of the County Litter Plan in conjunction with SPC.
- 1.23 Review the street cleaning schedule for towns & villages.
- 1.24 Monitor and review operation of quarries in the County.
- 1.25 Strengthen arrangements for the monitoring of air quality and noise.
- 1.26 To continue collaboration with all stakeholders (local communities, farmers) and public authorities (eg. Bord Na Mona, Coillte, Dept. of Agriculture, Teagasc, Uisce Eireann to achieve quality ecological status in surface and ground waters.
- 1.27 Support the implementation of the All of Government Climate Action Plan and the proposed Climate Action (Amendment) Act.

## Strategic Goal

# 2

## Increase Energy Efficiency, Decarbonise Energy Systems and Sources

To lead and support high standards of energy management practices and maintain this across the organisation to ensure the 2030 energy efficiency target is met.

Alignment with the UN SDGs



## Performance Indicators

UN SDGs



**34.8%**

% Local authority Energy savings since baseline year (2009) (\*Data only available to end 2023)



# 2

## Increase Energy Efficiency, Decarbonise Energy Systems and Sources

### Annual Priorities

- 2.1 Drive innovation in the Maynooth Decarbonisation Zone and explore the extension of new low-carbon projects to other towns and villages.
- 2.2 Continue to build on strategic partnerships to develop pilot energy initiatives (such as District Heating) with the Mid East Energy Bureau and SEAI, that demonstrate sustainable energy solutions.
- 2.3 Implement ISO50001 Energy Management Systems across our highest energy demand buildings.
- 2.4 Secure funding under Just Transition to accelerate clean energy transition, diversify the supply of energy with clean and affordable energy sources and address the inequalities of implementing climate action.
- 2.5 Continue to support Sustainable Energy Communities (SECs) in the preparation of energy masterplans and in the delivery of infrastructure and services.
- 2.6 Support the Energy Management Team and all functions in reducing the Council's carbon footprint and energy costs, by progressing decarbonisation of our fleet, phased introduction of LED public lighting, retrofitting, and improving the energy efficiency of our buildings and expanding green procurement.
- 2.7 Support renewable electricity generation, transmission and use in line with national and regional policy including the Electricity Storage Policy Framework.
- 2.8 Encourage uptake in social housing tenants of energy efficiency solutions.
- 2.9 Ensuring all energy management initiatives are cost effective and provide value for money by carefully planning and monitoring budgets, expenditure and payback.
- 2.10 Support organisational buy-in to climate action and sustainability and promote practical implementation ensuring good energy management procurement and value for money, supporting the purchase of energy efficient products and services.
- 2.11 Implement upon approval, the Sustainable Energy Climate Action Plan (SECAP) as part of the Climate Action Plan.





## Strategic Goal

# 3

## Housing Solutions and Supports

Address housing provision by providing housing services and supports and implementing Kildare's Housing Delivery Action Plan.

Alignment with the UN SDGs



## Performance Indicators

UN SDGs		<b>451</b>	No of affordable and social units delivered
		<b>8</b>	No. Age Friendly units/universal design units delivered
		<b>60</b>	Homeless exits from emergency accommodation
		<b>579</b>	No of grants paid under programmes: Disabled Persons, Housing Aid, Housing Mobility, Croi Connaith Vacant Homes
		<b>14</b>	No. of housing units delivered under Traveller Accommodation Plan 2019 – 2025
		<b>2025</b>	No. of private rented tenancies inspected
		<b>670</b>	New Housing Allocations
		<b>61</b>	Number of houses completed under Energy Retrofit Scheme
		<b>2.5%</b>	% of council properties vacant
		<b>€3,875,300</b>	Value of Mortgages approved
		<b>86</b>	Number of properties delivered to people with a disability (sensory, mental health, physical, intellectual)

# 3

## Housing Solutions and Supports

### Annual Priorities

- 3.1** Deliver, and support delivery by approved housing bodies, the Land Development Agency, Public Private Partnerships (PPPs), of social housing (to include age friendly) and affordable housing (including cost rental) in Kildare, in line with the national objectives of Housing for All – A New Housing Plan for Ireland, and any subsequent programme, via the following mechanisms : build programme; turnkey acquisitions; Part V acquisitions.
- 3.2** Continue to develop projects in conjunction with Approved Housing Bodies.
- 3.3** Implement the provisions of the Affordable Housing Act 2021 by pursuing opportunities for delivery of affordable purchase units and cost rental units, having regard to targets set by the DHLGH, together with progression of construction of affordable housing units on already identified KCC sites and via the PPP Programme.
- 3.4** Implement the Traveller Accommodation Programme 2025–2029, and support members of the Travelling community, who are approved for social housing, to access appropriate housing supports. Continue to progress opportunities for development of group housing.
- 3.5** Support the Town Centre First policy and in tandem, progress opportunities to reduce vacancy across the county to revitalise town centres.
- 3.6** Through collaboration with agency partners, implement the Mid-East Regional Homelessness Action Plan, and provide services and facilities that respond to homelessness and provide supports enabling people to sustain their tenancies, to include implementation of the Youth Homelessness Strategy 2022 and Housing First (together with our service provider partner(s)).
- 3.7** Monitor private rented inspections having regard to targets set by DHLGH and support the introduction of the Assets Management System during 2025 which incorporates a Private Rented Inspections App.
- 3.8** Make available and monitor the Local Authority Loan Scheme.
- 3.9** Manage the Housing Adaptation Grant/Disabled Persons Grant programme for both social and private housing.
- 3.10** Facilitate households on the social housing list to access social housing supports including the Housing Assistance Payment [HAP] and Rental Accommodation Scheme [RAS].



- 3.11** Allocate properties and implement the right sizing policy in accordance with the Allocation Scheme for the Provision of Social Housing Support 2023.
- 3.12** Conduct the annual Summary of Social Housing Assessments and manage the assessment of social housing applications.
- 3.13** Support the roll out of Adjust Asset Management and Project Dion.
- 3.14** Continue to implement the Housing ICT Work Programme across the housing department with the assistance of the IT Department, to include cleansing and updating of data on iHouse as appropriate.
- 3.15** Seek to minimise vacancy levels and improve the quality of our housing stock through effective monitoring and ongoing repair/refurbishment of properties.
- 3.16** Monitor estate management and issues of anti-social behaviour having regard to our anti-social behaviour policy and estate management procedure.
- 3.17** Support Tusla's Aftercare Steering Group to assist coordinated responses for vulnerable younger people.
- 3.18** Continue to work, in conjunction with the Planning Department, to identify further opportunities for serviced sites.
- 3.19** Continue to progress a programme of improvements to our housing stock under the Energy Efficiency Retrofit Programme, in support of our Climate Action Plan.
- 3.20** In partnership with the Kildare Housing and Disability Forum, implement Kildare's Strategic Plan for Housing People with a Disability and the National Housing Strategy for Disabled People 2022–2027 Implementation Plan.

## Strategic Goal

# 4



## Enabling and Delivering Sustainable Infrastructure and Development

To enable and deliver sustainable and accessible economic, social, and physical development, to meet the needs of the County's growing and diverse population.

Alignment with the UN SDGs





















## Performance Indicators

UN SDGs		47	Number of planning (including masterplans), heritage and nature project public consultations, events and/or surveys undertaken
		1797/1201	Number of Planning Applications Received/Valid
		Legacy 11/ non Legacy 8	No. of legacy and non legacy estates taken in charge
		2,884	Number of Building Control Inspections
		431/106	No. of Planning Enforcement Warning Letters Issued/Enforcement Notices Served
		541 trees/ 4620 hedges	No. of trees planted / replaced per annum
		25	No. of new parks, playgrounds, landscaping projects delivered and progressed
		5,105	Trees pruned per annum
		84%	% Planning applications granted
		87%	% of applications appealed where decision was confirmed (with or without variation) by An Bord Pleanála/Coimisiun Pleanala
		441	Planning applications Processed where Additional Information was requested
		234/246	No Planning enforcement cases received/closed
		281/256	Pre-planning meeting requests received/ meetings completed



## Performance Indicators

UN SDGs			
		<b>31</b>	Number of Planning, Heritage and Nature Unit projects and plans undertaken
		<b>34</b>	Number of Heritage and Nature Unit supported events and training in 2024
		<b>€1,100,000</b>	Funds distributed to Heritage and Nature projects
		<b>2,463</b>	No of residential units granted
		<b>25</b>	No. of new or upgraded signalised pedestrian crossings
		<b>158km</b>	Kilometres of Restoration Improvement & Restoration Maintenance of roads
		<b>83</b>	No. of bridge inspections completed
		<b>11</b>	No of bridges repaired
		<b>4</b>	No. of new or upgraded bus stop infrastructure
		<b>12</b>	No. of road safety improvement schemes completed (regional & local roads)
		<b>65%</b>	% of public street lighting infrastructure that is low energy
		<b>82%</b>	Percentage of traffic signalling installations with LED lamps and low voltage cabling
		<b>5</b>	No. of EV vehicles purchased

# 4

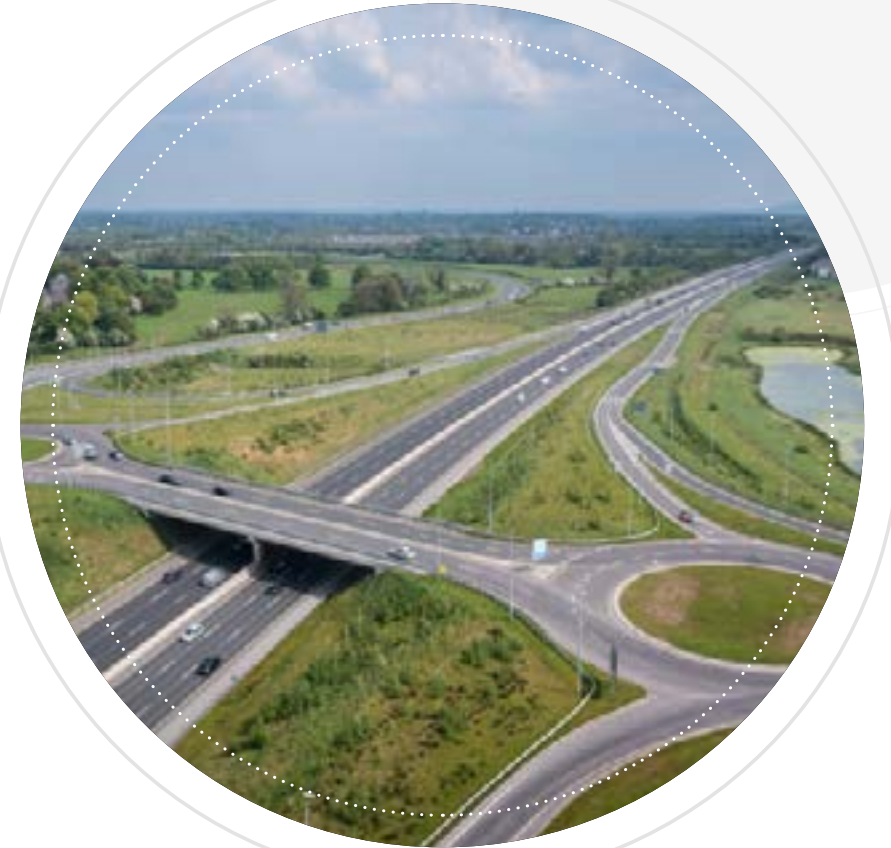
## Enabling and Delivering Sustainable Infrastructure and Development Annual Priorities

- 4.1** Continue to review, support and report upon the three-year rolling Capital Programme, and actively pursue external funding opportunities and prioritise resource allocation to facilitate priority project delivery.
- 4.2** Actively and competitively pursue evidence-led capital funding opportunities that address the needs of the county's growing population and recognises areas of deprivation and high demand.
- 4.3** Continue to ensure consistency with National and Regional strategies through the provisions of and implementation of the County Development Plan, Area Plans and Frameworks ensuring alignment between growth and delivery of key physical and social infrastructure.
- 4.4** Plan for the needs of our growing population by identifying strategic sites and supporting sufficient supplies of zoned serviced land to deliver sustainable communities.
- 4.5** Acquire additional lands to facilitate delivery of social and affordable housing, parks, open spaces and playgrounds.
- 4.6** Support and deliver the Parks and Playgrounds Capital Programme.
- 4.7** Through our spatial planning policy support the appropriate implementation of the County Development Plan as it relates to sustainable development, including aspects such as the 10-minute settlement, Town Centre First, active travel, sustainable mobility, sustainable energy, and compact development.
- 4.8** Provide an effective, efficient, and innovative planning service, facilitating delivery of high-quality homes and sustainable mixed-use neighbourhoods of appropriate scale, employment growth and economic opportunities and an enhanced public realm, whilst protecting Kildare's natural, cultural, and built heritage.
- 4.9** Promote the development and use of the Greenways/Blueways/ Peatways and their surrounding towns/villages to support employment, tourism, sustainable travel, and healthy lifestyles.
- 4.10** Support the National Digital Strategy and our local economy by enabling high quality broadband and telecommunications infrastructure and digital inclusion.

- 4.11** Support the implementation of the Eastern & Midland Regional Assembly Regional Spatial & Economic Strategy 2019 to 2031.
- 4.12** Develop and implement a plan led, evidence based economic development, employment generation and retail strategy which targets and identifies suitable lands at locations facilitating the sustainable economic growth of the County.
- 4.13** Actively plan for educational needs across the County from pre-school to third level education, in collaboration with relevant Government Departments.
- 4.14** Collaborate with our stakeholders and partner agencies to progress delivery of a range of universally accessible, multi-use and inclusive social facilities.
- 4.15** Strive to maintain the provision of swimming facilities, play facilities, teen spaces, sports fields, outdoor gyms, open space, and adult exercise equipment, in line with growing demands, and in locations that are accessible and promote social inclusion, and recognise the demographic profile of the County.
- 4.16** Support the development and upgrading of our libraries and grow their role as key facilitators of community, arts, educational, social, and cultural activities.
- 4.17** Facilitate Úisce Eireann in their delivery of significant capital investments in the County.
- 4.18** Support the Water Action Plan 2025 – A River Basin Management Plan for Ireland and the Multi Annual Rural Water Programme
- 4.19** Facilitate the delivery of OPW Flood Risk Management Plans.
- 4.20** Operate an effective and efficient Building Control service that supports the provision of a quality, safe and sustainable built environment.
- 4.21** Ensure ongoing implementation of the Residential Zoned Land Tax, 2025 and carry out our functions in respect of the requirements of Revenue for 2025 including management of submissions under the scheme.
- 4.22** Implement the Key recommendations for Planning Delivery service in accordance with the Office of the Planning Regulator findings following full review of Planning in Kildare in 2024.
- 4.23** Review the current functionality and workload of Planning Enforcement across the County with the aim of delivering a more effective and efficient service.
- 4.24** Serviced Sites Initiative – Support expansion of the scheme to further areas outside the initial selected sites and continue to monitor implementation of the scheme with review by the SPC if required.
- 4.25** Implement the Kildare County Development Plan 2023-2029 and continue with the Local Area Plan programme (and subsequent new plan formats arising from the Planning & Development Act 2024), with a focus on the delivery of the following plans/ LAP amendments:
- Maynooth & Environs Joint LAP 2025-2031 to be adopted by Kildare & Meath County Councils.
  - Newbridge LAP 2025-2031 to be adopted.
  - Pre-draft Consultation for Monasterevin LAP.
  - To complete the NWQ (Naas) Masterplan and the Naas Canal Quarter Masterplan.
- 4.26** To implement the Confey Masterplan through collaboration with relevant landowners and state agencies such as Irish Rail, Úisce Eireann, Dept of Transport etc.
- 4.27** To commence and complete where appropriate in 2025, a series of Statutory Variations to the Kildare County Development Plan as follows, (order subject to change).
- Var. 1: Kilcullen Settlement Plan
  - Var 2: National Planning Framework Review
  - Var 3: Strategic Employment Lands Study
  - Var 4: Monasterevin Settlement Plan
  - Var 5 Sallins Settlement Plan
  - Var 6: Kilcock Settlement Plan
  - Var 7: Landscape Character Assessment and Active Recreation Infrastructure Study.
- 4.28** Continue the expansion of E-Planning in Kildare through interaction with Applicants/ Agents to promote the further use of Electronic Submission of Applications.
- 4.29** Supporting and developing Geographical Information Solutions (GIS) with a focus on mobile GIS solutions and to investigate improvements and expansion of the Planning Department's GIS functionality for data capture, monitoring, implementation and public interaction.
- 4.30** Investigate opportunities for the delivery of a cross-departmental monitoring system to inform the implementation of the County Development Plan Policies and Objectives and Service Delivery.
- 4.31** Develop a cross departmental Part 8 monitoring and implementation system capable of informing work programmes across departments.
- 4.32** To commence and complete the 2025-2023 County Heritage Plan and Kildare Biodiversity Plans and to leverage funding from appropriate sources for heritage and biodiversity led projects, where possible.
- 4.33** Facilitation and support of the Economic Development, Enterprise and Planning SPC.
- 4.34** Prepare for and implement the new Planning & Development Act 2024 throughout its proposed roll-out in Q1, Q2, and Q4 of 2025 as outlined by the Department of Housing, Local Government and Heritage, and the LGMA.

- 4.35 Support the implementation of key infrastructure projects in County Kildare, contained in Project Ireland 2040 and in particular within the Greater Dublin Area Transport Strategy 2022-2042.
- 4.36 Manage, maintain, and improve road infrastructure, enhancing sustainability and safety across the road network.
- 4.37 Develop a revised Road Safety Plan in line with the National Road Safety Strategy.
- 4.38 Facilitate and support the delivery of key infrastructure to enhance transport and mobility and support economic development.
- 4.39 Develop a sustainable, accessible, and effective transport system in the County by prioritising active travel and permeability improvement schemes, as funded by the National Transport Authority.
- 4.40 Assist the National Transport Authority and Kildare South Dublin Local Link in the provision of bus services and improved infrastructure that services the needs of both urban and rural communities.
- 4.41 Support the delivery of Smarter Travel Initiatives within Kildare County Council.
- 4.42 Develop and deliver a rolling annual roads maintenance programme based on the available funding.
- 4.43 Publish the Winter Maintenance Plan and Salting route maps on the Council's website in advance of the 2025 Winter Season.
- 4.44 Undertake a Speed Limit By-Law Review for the County based on the revised Guidance issued by the Department of Transport in 2024.
- 4.45 Develop a roadmap of the optimal pathways to the decarbonisation of the Kildare County Council fleet in line with the CCMA "Local Authorities Reimagining Transport- Early Interventions" document.
- 4.46 Implement new operational procedures for the Regional Salt Barn and integrate additional local authorities in advance of Winter 2025.
- 4.47 Deliver Transport Strategies to support the Forward Planning process and advise on transportations objectives within masterplans, Town Renewal Master Plans (TRMPs) etc.
- 4.48 Develop a plan for the promotion of sustainable transport in consultation with relevant stakeholders.
- 4.49 In conjunction with ZEV and the other local authorities in Region 4, develop and implement an EV Charging Infrastructure Strategy.
- 4.50 Oversee the delivery of the Public Lighting Energy Efficiency Programme (PLEEP) as it moves to the implementation phase.

- 4.51 Ensure the effective and efficient maintenance of our Public Lights in conjunction with the appointed contractor.
- 4.52 Develop a programme of road safety improvements to include junctions and low-cost safety improvements, based on the "Locations of Interest" data provided by the Department of Transport.
- 4.53 Ensure that developers provide for an equitable upgrade to transportation infrastructure and consider all forms of mobility, permeability, joined up infrastructure and appropriate allocation of road space, throughout the planning process, in particular in relation to Large Scale Residential Development (LRDs), Key Development Areas (KDAs) and areas zoned for the purposes of Industrial or Commercial Development.
- 4.54 Ensure that the Transport and Mobility related conditions, implemented on any given permission, apply the most up to date standards.
- 4.55 Continue to emphasise the importance of the 5 Health and Safety building blocks;
  - Method Statement
  - Risk Assessment
  - Site Specific Traffic Management Plan (where appropriate)
  - SSWP (Safe System at Work Practice)
  - Toolbox Talk
- 4.56 To support the implementation of the recommendations in "Retained Fire Services in Ireland- A Review of Recruitment and Retention and the Future Sustainability of Service Delivery.





## Strategic Goal

# 5

## Economy and Employment

To enable an inclusive, economically vibrant County that attracts the resources and investment necessary for continued sustainable growth.

Alignment with the UN SDGs



## Performance Indicators

UN SDGs		323	Number of jobs created by client companies in receipt of Priming / Business Expansion Grants
		2262	No. of participants engaged in business training and events
		700	No. of mentoring/advisory sessions completed
		46	No. of client companies engaged in export-specific supports (non-grant)
		99%	% occupancy of all KCC-led Hubs (Athy Ent. Ctr, MERITS, Equine Innovation Ctr.)
		42	No. of businesses in receipt of Feasibility, Priming, Expansion and TAME Grants
		69	No. of Businesses engaged in sustainability supports
		20	No. of Businesses engaged in digital transformation supports
		6	No. of businesses supported through IP/RD&I funding
		43	No. of businesses undertaking lean projects
		77	Shops opting to use Shop Front grant Scheme
		297	Persons participating in Start Your Own Business (SYOB)
		0	Grow Digital Vouchers applications approved
		104	Trading online vouchers approved

# 5 Economy and Employment

## Annual Priorities

- 5.1** To promote Kildare as the location of choice for new Foreign Direct Investment (FDI), work with relevant agencies, such as the IDA and Enterprise Ireland, and support existing FDI companies in sustaining and expanding their business.
- 5.2** Drive the development, completion and management of the following economic capital projects through the Kildare Innovate (CCKN) company, including pursuing additional funding streams as may be required.
- MERITS
  - Equine Hub, National Stud, Kildare Town.
  - Athy Food, Drink & Skills Innovation Hub.
  - Textile Hub, Monasterevin.
  - Court House Kildare Town - design/feasibility study for the Kildare Craft Hub.
  - Athy Local Enterprise Centre.
  - Green Skills & Circular Economy Centre, Athy.
  - Enterprise lands purchase and development as may be required and subject to funding.
- 5.3** Support the implementation Enterprise 2025 and the Mid-East Regional Enterprise Plan.
- 5.4** Lead the implementation of the Local Economic and Community Plan (LECP) 2024 – 2029, in partnership with other community and economic stakeholders.
- 5.5** Work with business interests in the county and their various representative bodies.
- 5.6** Maintain strong relationships with key major enterprises in the county and agree contact points.
- 5.7** Pursue funding opportunities under the Urban Regeneration and Development Fund (URDF), the Rural Regeneration and Development Fund (RRDF), Serviced Sites Initiative, Croi Conaithe/Town Centre First, Large Scale Sports Infrastructure Fund, Heritage Grants, Disruptive Technologies Fund, Just Transition Fund, and any other funding opportunity that may arise.
- 5.8** Work with Into Kildare, Fáilte Ireland, other relevant agencies and the business sector to strengthen the County Kildare tourism brand (Ireland's Ancient East & Thoroughbred County) and key recreation offerings, including building on existing infrastructure and promotion of Greenways, Peatways and Blueways and agree a work programme and Service Level Agreement with Kildare Fáilte for 2025.
- 5.9** Promote the county and maximise its tourism potential through the development of flagship projects such as the Curragh Plains, the Royal Canal Greenway, the Grand Canal Greenway, the Barrow Blueway, the Shackleton Museum, and numerous civic squares and amenities in towns and villages.
- 5.10** Promote Kildare as the Thoroughbred County through the discovery, sharing and application of new knowledge that will enhance the health, performance, and management of horses.
- 5.11** Evaluate EU funding opportunities to enhance economic and social development.
- 5.12** Continue to develop strategic partnerships with public bodies and key agencies such as the KWETB, Maynooth University, Horse Racing Ireland, Bord Na Mona, Land Development Agency, Transport Infrastructure Ireland, National Transport Authority, Government Departments, Health Service Executive, Tusla, the Office of Public Works and Sustainable Energy Authority Ireland.
- 5.13** Work with Fáilte Ireland and Into Kildare to develop a strategy for a uniform and consistent approach to tourism signage in relevant towns and villages in County Kildare to conform with a Kildare Brand, identity, and image.
- 5.14** Promote rural development in conjunction with the "Action Plan for Rural Ireland", Local Community Development Committee (LCDC) and Local Development Strategy.
- 5.15** Support delivery, expansion and sustainment of key major retail, commercial and industrial projects through infrastructure development and other initiatives.
- 5.16** Market and Promote the County on a National and International level.
- 5.17** Prepare a Strategic Employment Lands Study, the outputs from which will make a strategic contribution to a broad range of outcomes, including an inventory of all enterprise zoned lands, delivering the vision set out in the National Planning Framework for Ireland and County Kildare, Local Community & Economic Plan and to Kildare placemaking and compact growth.
- 5.18** Establish a comprehensive, integrated network of remote working hubs and support existing co-working facilities, digital hubs/e-hubs, and e-working centres, targeting city-based employers and promoting flexible, local working.
- 5.19** Promote and support economic development across the county, particularly targeting areas where economic engagement is weak and where traditional economic activity is no longer viable.
- 5.20** Encourage and support businesses across Kildare to become more accessible and proactively employ groups who experience challenges to engage in the labour force.
- 5.21** Promote local entrepreneurship through models of clustering and support their ongoing development through integrated, accessible support services targeting micro, small business, and social enterprises across the county.
- 5.22** Increase the competitiveness and productivity of small and micro enterprises and support the ambition of local businesses to scale and compete internationally.
- 5.23** Encourage and support upskilling, job mobility and enterprise creation management.
- 5.24** Promote the Retail Grants Schemes to independent businesses.

## Performance Indicators

UN SDGs	Icon	Value	Description
3		19	Number of CPOs commenced
8		15	Number of sites added to Derelict Sites Register
9		106	Number of property owners engaged with
11		5	Number of towns engaged with through the Town Centre First initiatives
13		142	Number of Vacant property grant applications
		€6,898,116	Strategic Projects Value of funding approvals
		1,160	Strategic Projects - Public Consultation (Attendees & Surveys)

## Strategic Goal

# 6



## Town and Village Regeneration

Revitalising the economic and social activity of our towns and villages.

Alignment with the UN SDGs





# 6 Town and Village Regeneration

## Annual Priorities

- 6.1 Create vibrant and bustling towns and villages where residents benefit from inclusive, attractive, connected, and vibrant functioning places to live, work, invest, visit, and socialise.
- 6.2 Promote development of brownfield and identified regeneration lands in a manner which maximises and proactively targets funding mechanisms capable of facilitating the development potential of such lands.
- 6.3 Actively manage vacancy in the county by implementing the Vacant Homes Strategy, pursuing opportunities for compulsory acquisition and working proactively to reduce the number of Derelict Sites.
- 6.4 Encourage promotion of infill development, mixed-use development and dwellings over shopfront buildings to regenerate urban living and increase housing availability in towns and villages.
- 6.5 Continue extensive engagement with local communities, elected representatives, government departments and agencies to win funding and implement changes that provide social, economic, and environmental improvements for those living, working, and visiting our towns and villages.
- 6.6 Continue to develop local policy solutions, incentives and implement our legal powers to support the national Town Centre First Policy and achieve compact development and housing delivery and pursue opportunities to deliver on objectives of agreed town centre first plans.
- 6.7 Promote awareness and usage of Government initiatives designed to deliver housing such as the Buy & Renew Scheme, Repair & Leasing Scheme, Croi Connaithe and future similar Schemes.
- 6.8 Facilitate and promote excellence in urban design that creates a high-quality public realm and enables a transition from car-based transport.
- 6.9 Maximise the potential of our communities through innovative rural regeneration practices, developing our rural areas aligning with the needs of the community.
- 6.10 Targeting funding opportunities to deliver public realm and placemaking programmes that supports our urban and rural regeneration activity and enhances Kildare as a quality location to live, work and visit.

- 6.11 Support the sustainable development of Greenways and Blueways providing linkages between walking and cycling routes.
- 6.12 Continue to progress the Town & Village Enhancement Programme through the dedicated Strategic Projects and the Public Realm Team.
- 6.13 Actively and competitively pursue evidence-led capital funding opportunities that address the needs of the county's growing population and recognises areas of deprivation and high demand.
- 6.14 Continue to ensure consistency with National and Regional strategies through the provisions of and implementation of the County Development Plan, Area Plans and Frameworks ensuring alignment between growth and delivery of key physical and social infrastructure.



## Performance Indicators

UN SDGs		<b>783</b>	Number of groups represented on PPN.
		<b>75 groups/913 people</b>	Number of Groups and Individuals Supported through Social Inclusion Programme
		<b>102</b>	Number of Community Development Worker led Initiatives*(Only 4 of 5 Municipal Districts were fully resourced with a Community Development Worker during 2024)
		<b>5,836</b>	Participants in Community Development Worker led Initiatives*(as above note)
		<b>87</b>	Number of Council-Led sports and health and well-being initiatives
		<b>27,214</b>	Participants on council-led sports and health and well-being initiatives
		<b>276 grants/ €282,000</b>	Number and value of community grants paid
		<b>121 grants/ €200,000</b>	Number and value of festival grants paid
		<b>16 events/ 950 people</b>	Number and participants- Age Friendly Initiatives
		<b>27</b>	Total second level schools in County at 31/12/2024
		<b>22</b>	Number of second level schools from which representatives attended Comhairle na nÓg AGM
		<b>87 grants/ €194,749</b>	No. and Value of arts grants, bursary awards (including residencies and commissions)
		<b>8,224</b>	Arts event attendance

## Strategic Goal

# 7

## Community Leadership, Inclusion and Well-Being

Build resilient communities, supporting everyone to live full, healthy and inclusive lives and to enjoy a high quality of life at all stages.

Alignment with the UN SDGs



## Performance Indicators

UN SDGs			
		<b>552</b>	No. of artists supported
		<b>3.5</b>	No. of Active Library Members per head of population
		<b>704,003</b>	No. Visits to Libraries in the year
		<b>889,550</b>	No. of items issued to library borrowers in the year
		<b>€603,000</b>	€ spend on new library stock
		<b>8,462</b>	No. of library events/programmes
		<b>93,022</b>	No. of laptops/ computers/wifi sessions booked
		<b>175</b>	No. of support clinics facilitated by the Local Authority Integration Team (LAIT) (*: LAIT was only created during Q1 2024)
		<b>1,035</b>	No. of persons supported through clinics facilitated by LAIT
		<b>14</b>	No. programme refugees resettled in County under the resettlement programme
		<b>1,617</b>	No. of queries resolved by the LAIT
		<b>€35.43</b>	Cost of Fire service per capita
		<b>7.15min</b>	Average Time to mobilise fire brigades in Part-time stations for fire related emergencies

# 7

## Community Leadership, Inclusion and Well-Being

### Annual Priorities

- 7.1** Lead the implementation of the Local Economic and Community Plan (LECP) 2024 – 2029, in partnership with other community and economic stakeholders.
- 7.2** Continue to support the Local Community Development Committee (LCDC).
- 7.3** Support the implementation of key actions under the Local Community Development Committee (LCDC).
- 7.4** Administer the various grant schemes directed through the LCDC from various government departments
- 7.5** Support the implementation of the Social Inclusion and Community Activation Programme (SICAP).
- 7.6** Continue to support Kildare Public Participation Network (PPN).
- 7.7** Support people of all ages across Kildare, particularly in newly developing, socially excluded and expanding communities, to meet and engage in social, educational, health, employment, recreational, arts and cultural opportunities through a range of community development, social inclusion, community arts, education, health, integration and other targeted programmes. This will develop local leadership, ownership, inclusion, and a sense of pride and belonging in local communities.
- 7.8** Support and encourage volunteering in our community and recognise its contribution to the quality of life of everyone.
- 7.9** Review County Kildare’s Integration Strategy 2020–2026 (and successor strategies) to support the inclusion of people from minority ethnic groups and new communities living, working, or studying in Kildare.
- 7.10** Provide a single point of contact in Kildare County Council in connection with International Protection Applicants, Beneficiaries of Temporary Protection, persons with Status and Programme Refugees residing in Kildare, and to collaborate with stakeholders to signpost supports and services available through clinics and outreach work that assists their successful integration into communities throughout County Kildare.



- 7.11** To Chair and participate in the Community Integration Forum to facilitate collaborative working across mainstream services, State and non-State agencies and community and voluntary organisations in providing local services to the target group.
- 7.12** To manage the work of the Local Authority Integration Team.
- 7.13** To manage the Offer a Home Scheme and receive offers of Pledged accommodation for Beneficiaries of Temporary Protection.
- 7.14** To deliver the Irish Refugee Protection Programme Phase 3 and resettle Programme Refugees in County Kildare.
- 7.15** Oversee and collaborate with partner agencies in the LCDC to implement a joined up, cross sectoral approach to local and community development programming, particularly targeting the most excluded.
- 7.16** Support the implementation of the County Kildare Access Strategy- "A Universal Access Approach" by integrating accessibility into organisation-wide work programmes and expand our engagement with representative bodies.
- 7.17** Continue to support active participation and independent living of older people through implementing "The Age Friendly Kildare County Strategy 2023-27" and related programmes across the organisation, in partnership with Age Friendly Alliance with key agencies.
- 7.18** Work with Kildare Children and Young People's Service Committee to support implementation of the new Children and Young Peoples Plan.
- 7.19** Through networks, including the Kildare Public Participation Network, Comhairle na nÓg, Older Persons Council, Disability Access Groups, Kildare Traveller Action, Kildare Volunteer Centre, Town Teams and other representative voluntary groups, meaningful engagement will be encouraged and supported to inform local community initiatives, planning and decision making, as well as to promote social inclusion in line with national policy.
- 7.20** Continue to ensure public safety and protection of infrastructure through an effective fire service.
- 7.21** Collaborate with state services and communities through the Local Community Safety Partnership (LCSP) to deliver safer communities in Kildare.
- 7.22** Facilitate the provision and expansion of recreation, sports, and open space facilities in the County.
- 7.23** Educate and build the capacity of the entire community to participate in healthier lifestyles through the Kildare Outdoor Recreation Strategy, Kildare Sports Plan, Sláintecare and the Healthy Ireland Programme.
- 7.24** Develop and promote locally based festivals, community, and cultural events across Kildare to support community engagement, pride and inclusion and preserve and celebrate the social and cultural legacy of Kildare and all its people.
- 7.25** Promote and develop "Brigid – Spirit of Kildare" to support cultural inclusion, identity, and Kildare's tourism potential. The festival highlights the values St. Brigid championed, such as faith, spirituality, peace, sustainability, arts and culture, social justice, hospitality, and education, and their relevance in the world today.
- 7.26** Support the implementation and delivery of the Sláintecare Healthy Communities Programme (Athy).
- 7.27** Support the Leader Programme 2024-2027 programme.
- 7.28** Support Kildare Sports Partnership and its development and implementation of the Kildare Sports Strategy 2023 – 2027.
- 7.29** Support the Traveller Roma Interagency group to implement the Traveller Roma Inclusion Strategy.
- 7.30** Facilitate and support the delivery of the Healthy Ireland Programme through Kildare LCDC and Kildare CYPSC (Children and Young Peoples Services Committee).
- 7.31** Support ongoing programme for delivery maintenance and management of playgrounds and parks, including Kerdiffstown Park.
- 7.32** Implement the adopted Play policy for the County.
- 7.33** Monitor community grant schemes and achieve efficiencies where possible.
- 7.34** Support Schools delivery programme and use of facilities.
- 7.35** Implement the Government's Creative Ireland Cultural Strategy through our Library, Heritage and Arts Service by engaging and integrating our diverse society, through lifelong learning, creativity and innovation by providing universal access to knowledge and information, arts and culture.
- 7.36** Support the implementation of the County Arts Strategy 2023-2027, Library Service Development Plan 2024-2028 and Kildare's Culture and Creativity Strategy 2023-2027.
- 7.37** Support and facilitate the delivery of major library capital projects in the County - Clane Library and the Newbridge Library and County Archives, as part of the Cultural and Civic Quarter. Progress the development of Celbridge Cultural Quarter on the former Parish lands.
- 7.38** Support and facilitate provision of accommodation for beneficiaries of temporary protection, in line with nationally agreed actions for the local authority sector.

## Strategic Goal

# 8



## People, Service, Resources & Innovation

Continue to implement the Local Government Reform Programme, supporting communications and service delivery by maximising the impact of our people, funding, services and ICT resources.

Alignment with the UN SDGs



## Performance Indicators

UN SDGs	Icon	Value	Description
		82	Number of statutory meetings of Council, Municipal Districts, Strategic Policy Committees serviced by the Council.
		21,315 (88%)	Customer Cases resolved via Customer Relationship Mgmt. System (CRM) & % within target times
		175,531	No. of people on Electoral Register
		26,848	No. of people added to Electoral Register
		4,798	No. of people removed from Electoral Register
		6,010 (88%)	Elected Representative Cases resolved via CRM & % in target times
		33%	% of newspaper adverts in Irish
		37 (17 working days)	No. of Customer Complaints Received and average response time.
		45,593	No. of social media followers of Council's Corporate Social Media Accounts
		2,459	No. of submissions made via Consultation Portal annually
		60	Recruitment competitions during the year
		127	Training courses offered

## Performance Indicators

UN SDGs	Icon	Value	Description
		100	Conferences/Seminars attended
		3,476	Instances of training
		92%	Collection level for Rates
		95%	Collection level for Housing Rents
		78%	Collection level of Housing Loans
		€1,070.80	Revenue Expenditure per capita
		€4,644.05	Overall cost of ICT provision per Whole Time Equivalent (WTE)
		23	IT business improvement projects supported by IT and Innovation Unit
		8	Non-IT business improvement projects supported by Innovation Unit
		Reporting 2026	NIS2 (Network and Information Security Directive) Compliance Score (Legislation pending).



## People, Service, Resources & Innovation

### Annual Priorities

- 8.1 Monitor the implementation of the Corporate Plan 2024-2029 and Rationalise corporate reporting to ensure cogent, relevant, timely and engaging reports for all stakeholders and develop local ICT based platforms to monitor and openly report on local indicators.
- 8.2 Publish the organisation's Annual Report by 30.06.2025
- 8.3 Finalise the Schedule of Municipal District Works (SMDW) by 31.03.2025. Monitor delivery and promote the work done.
- 8.4 Complete Annual Service Delivery Plan by 31.03.2025.
- 8.5 Implement actions as required from the NOAC Performance Indicators in Local Authorities Report and monitor local performance measures.
- 8.6 Prepare a Strategic Workforce Plan to identify and address recruitment needs while promoting up-skilling, cross skilling, capacity building, professionalism, innovation and flexibility to deliver our corporate objectives.
- 8.7 Implement the Council's People Strategy and develop initiatives having regard to each of the following pillars (as per Corporate Plan):
  - Kildare County Council as an Employer of Choice
  - Supporting our Employees
  - Employee Wellbeing (in line with our Well Being Strategy)
  - Innovation, learning and development
  - Diversity and Inclusion
  - Health and Safety
  - Performance Management
- 8.8 Review Blended Working policy and its implementation in the organisation, including integration with PMDS.
- 8.9 Support the WAM (Willing, Able, Mentoring) Programme, Graduate Programme and the Apprenticeship Programme.
- 8.10 Empower and enable our Managers and Supervisors by supporting and monitoring the operation of PMDS, including the introduction of an ePMDS integrated system for the organisation.
- 8.11 Support staff health and wellbeing by establishing a Wellbeing Committee and implementing the Wellbeing Strategy.



- 8.12 Monitor and review staff attendance and issue HR analytical reports to Management Team.
- 8.13 Promote positive employee relations & engagement and establish the Information and Consultation Protocol (LGMA).
- 8.14 Management Team to meet with the Senior Management Forum twice a year to continue to develop a corporate responsibility ethos.
- 8.15 Continue to promote and oversee a working environment that is safe, supportive, accessible, and healthy for all.
- 8.16 Foster a culture of continuous learning & development by implementing a staff training and development programme for 2024. Support staff to obtain and maintain accreditation (CPD).
- 8.17 Support and develop management & leadership capacity in the organisation through coaching, mentoring, capacity building training and the Strategic Leadership Programme (IPA).
- 8.18 Investigate Scholarship opportunities having regard to the Workforce Plan and the needs of the organisation.
- 8.19 Continue to provide Child Safeguarding Training to relevant personnel.
- 8.20 Acknowledge staff who retired in recent years and those with long service by holding an appropriate event.
- 8.21 Develop a secondment policy for the organisation.
- 8.22 Prepare an annual Gender Pay Gap Report.
- 8.23 Engagement with all stakeholders in the transition of water services to Úisce Eireann.
- 8.24 Support local democracy by assisting the role of elected members, growing voter registration and meeting requirements for the Registration Authority in the transition to a national shared integrated registration system for 2026.
- 8.25 Review and resource the operations of Casual Trading for areas of the County subject to bye laws, including management, enforcement, promotion and growth of regulated Casual Trading.
- 8.26 Quarterly review of the Customer Services Centre, to include a review of customer contact management, monitoring, implementation and use of the Customer Relationship Management System [CRM].
- 8.27 Review and improve support services, including IT enabled supports, for elected members of Full Council, Corporate Policy Group, Municipal Districts, Protocol Committee and Strategic Policy Committees:
  - Provide induction and training programme for new/existing elected members.
  - Implement a new meetings management system.
  - Review the live streaming of Council Monthly Meeting during 2025.
  - Develop with IT a revised policy regarding email and access to systems.
- 8.28 Monitor the implementation of the Organisations' communication strategy and monitor the implementation of the Social Media policy for staff and members.

- 8.29 Improve visibility and awareness of the Council by effectively promoting our role and achievements in the delivery of projects and services and providing enhances engagement opportunities.
- 8.30 Continue to develop and enhance the Property Management Section within the organisation to encompass land management, facilities management, PIR (continue with data input) and advice on property leasing/acquisitions and related issues.
- 8.31 Review the Section 183 process and Standard Operation Procedures for the disposal of Council Property.
- 8.32 Implement requirements of the Official Languages Act [as amended] and monitor compliance with requirements for advertising and social media in the Irish language.
- 8.33 To normalise the use of Irish as a medium of social and institutional communication and to provide opportunities for Council staff and for the people of County Kildare to learn and use the Irish language.
- 8.34 Complete organisational archive/document management policy, progress implementation and progress the Records Management Centre project.
- 8.35 Monitor the Office of Government Procurement Frameworks and implement the Corporate Procurement Plan to ensure value for money and procurement compliance across the organization through training, monitoring and controls using our Financial Management System (ProcRef).
- 8.36 Establish a Corporate Projects Governance Committee to provide oversight on key projects, procurement, timeline appraisals and value for money checks.
- 8.37 To develop and implement green procurement practices.
- 8.38 In conjunction with the Senior Management Forum, initiate a review to ensure that all Directorates and Departments have up to date Procedure Manuals in place.
- 8.39 Support and promote Kildare County Council nominated Board Members compliance with Governance Guidelines.
- 8.40 Implement the Public Sector Duty in accordance with the Irish Human Rights and Equality Commission Act 2014. Establish a Steering Group and designated point of contact.
- 8.41 Continue to review, promote and improve the organisation's Health and Safety Management System, ensuring a working environment that is safe, supportive, accessible and healthy for all.



- 8.42** Continue to support the rollout of the Local Government Digital and ICT Strategy and manage the implementation of Kildare County Council's ICT Strategy in particular:
  - Enhancing the centre for inner security (CIS) score in compliance with the new CIS 8 standard.
  - Complying with the NIS2 legislation, an EU standard for high IT security.
  - Ongoing support and improvement of security operations, firewall upgrade, implement a monitor, detect, response (MDR) solution.
  - Upgrade all desktops and laptops to Windows 11
  - Commence implementation of an effective Data Management solution, moving unstructured data to a Digital Asset Management (DAM) cloud storage solution.
  - Transitioning users from the traditional phone system to Alcatel Rainbow solution.
  - Support existing LGMA business applications and upgrading systems.
  - Continue the development and support of MyCoCo, CRM, Sharepoint, Power Apps and Power BI solutions using Microsoft Office 365 platform.
  - Supporting and developing Geographical Information Systems (GIS) with a focus on mobile GIS solutions.
- 8.43** Support improvements in existing systems/processes/services, extend the Lean Six Sigma Programme and deliver a Design Thinking Programme.
- 8.44** Support the implementation of the Public Service Innovation Strategy, drive a culture of innovation and impactful change projects, that enhance the users experience of our services and facilities.
- 8.45** Prepare a revised Business Continuity Plan for the organisation.
- 8.46** Roll out and embed the Local Government Code of Governance within the organisation as part of the system of Corporate Risk Management.
- 8.47** Continue to improve the Corporate Risk Management System.
- 8.48** Prepare the statutory revenue budget, 3-year Capital Investment Plan and Annual Financial Statement to support the delivery of the Corporate Plan.
- 8.49** Continue to develop and enhance the Council's debt management.
- 8.50** Implement the appropriate budgetary framework to support the delivery of the Corporate Plan.
- 8.51** Monitor and manage Council's financial resources and general revenue reserve.
- 8.52** Prepare Annual Financial Statement by 31.03.2025.
- 8.53** Engage with the Local Government Audit Service and implement the recommendations of statutory audits.
- 8.54** Enhance project management reporting on the delivery of the capital programme.
- 8.55** Support implementation of Value for Money initiatives.
- 8.56** Provide financial management reports to Council.
- 8.57** Review implementation of Internal Audit Plan for 2025.
- 8.58** Facilitate and support Audit Committee.

- 8.59** Prepare and adopt balanced budget for year ended 31 December 2025 within the statutory timeframe in accordance with S103 of the Local Government Act 2001 (as amended) and with the period prescribed by regulations made by the Minister.
- 8.60** Continue the implementation of the Local Government Rates and other matters Act 2019.
- 8.61** Proactively manage public liability and employer liability claims in association with Irish Public Bodies Mutual Insurance.
- 8.62** Prepare for the upgrade and migration of on-premise Financial Management System (Agresso) to cloud based web FMS application.
- 8.63** Continue transition to online payments and services in accordance with targets set out in the Governments Harnessing Digital – The Digital Ireland Framework.
- 8.64** Expand alignment of our plans and objectives with the United Nations Sustainable Development Goals and create a localised Sustainable Development Goals (SDG) report for Kildare
- 8.65** Sustain Senior Management programme of Safety Meet and Greet Talks.
- 8.66** Continue Communication of Safety Manual to all Employees.
- 8.67** Manage and continually improve the delivery of the Fire and Emergency Plan.
- 8.68** Review and monitor Major Emergency Management and other emergency arrangements / protocols e.g., Severe Weather Assessment Plan.
- 8.68** Continue to seek confirmation of governance arrangements for related companies. Audit on SLA & KPIs of related companies to take place in 2025.
- 8.69** Promote Water Safety and implement Annual Programme.
- 8.70** Implement the actions arising from the Better Public Services – Public Service Transformation 2030 Strategy.
- 8.71** Pursue further opportunities under the National Shared Services Programme.
- 8.72** Actively participate at National and Regional Forums as required; CCMA, LGMA, EMRA and Mid East Region Homelessness SMG and Forum.
- 8.73** Support the implementation of the Local Government actions in "Our Public Service 2020" and its successor.





# Public Sector Duty

The Public Sector Duty (“PSD”) is an obligation for public bodies under Section 42(1) of the Irish Human Rights and Equality Commission (IHREC) Act 2014 requiring that in the performance of their functions, they shall have regard to the need to eliminate discrimination, promote equality and protect the human rights of staff and service users.

The Corporate Plan 2025 – 2029 set out that our Annual Service Delivery Plan would outline the proposed actions for 2025, to implement the Public Sector Duty.

Kildare County Council are committed to promoting equality of opportunity, eliminating discrimination, and protecting the dignity and human rights of our staff, elected members, and everyone in Kildare, across all functions. Our Public Sector Duty Implementation Framework supports this objective, through a cross-departmental committee to oversee development and implementation of a Public Sector Duty Action Plan. This will support a workplace where everyone feels welcome, connected to their colleagues, and contributes their perspectives and talents.

Through our Implementation Framework, Kildare County Council commits to strive for best practice across our range of services to meet the needs of an increasingly diverse population. Already this Council contributes to the Public Sector Duty through a range of programmes and activities, which are reflected in our Corporate Plan.

Our implementation strategy commits us to forming a PSD Steering Committee within the Council that will follow the following key principles:

Assess human rights and equality issues to ensure that the policies and plans of the Council are responsive to the needs of service users and staff.

The objective of the assessment is to identify key equality and human rights issues for people to whom Kildare County Council provides services and its staff.

The human rights and equality issues relative to the functions of Kildare County Council include, People with Socio-Economic Disadvantage, Lone Parents, Children, People with a disability, Travellers & Roma, Migrants, Women, Older People, Sexual preference/identity.

Consultation with key stakeholders within Kildare will further inform these issues and indicate how best these can be addressed in setting priority objectives.

Implement an Action Plan covering Awareness, Employment/Recruitment, Service Delivery, Policy Making, Implementation.



The Council has initiated a process of information and discussion with directors of services and senior staff on the requirements of the Public Sector Duty, including an outline of human rights and equality concepts and how they might be applied in the context of the implementation of the Public Sector Duty.

The Council has prompted an initial in-depth assessment of the human rights and equality issues in the county which will form the basis of a consultation process with key stakeholders to focus measures to best affect.

The Council will put a process in place across all its sections to ascertain the policies, plans and actions in place or deemed necessary to address the identified human rights and equality issues in the county. This process will apply to all sections of the Council to identify the contribution of existing policies, programmes and actions and to establish what additional improvements could be put in place to address the identified human rights and equality issues.

The need to develop an implementation framework for the Public Sector Duty has been agreed in the Council’s Corporate Plan and will be progressively implemented by the various sections within the Council. Specific actions will be outlined, together with objectives and indicators.

Oversight of the implementation of the Human Rights and Equality Framework will be the responsibility of an interdepartmental group and will include senior staff from key areas of responsibility, including housing, LAIT, inclusion, LCDC, human resources, customer services, community, sports, well-being, disability.

The PSD interdepartmental group will oversee –

- (a) the review of strategies, plans, policies, programmes, schemes, including internal policies and procedures,
- (b) the development of plans and actions to address identified issues that are not adequately responded to by existing strategies, plans, policies, programmes, schemes, internal policies and procedures, and
- (c) will lead on the development of indicators of impact against the identified human rights and equality issues and will develop and establish systems to track progress on the identified human rights and equality issues.

Identify appropriate timelines across the organisation for implementing the duty in terms of the development or **review of plans, programmes, or policies** and **Act as champions** for the duty across the organisation, bringing it back into different sections, explaining the requirements and potential of the duty, and addressing concerns about the duty.

The PSD interdepartmental group will seek to align tracking systems and reporting processes for the PSD with other overlapping responsibilities such as the **Sustainable Development Goals** which have similar objectives.

The PSD interdepartmental group will oversee the carrying out of a **participative consultation process with stakeholders** who are representative of the groups associated with the identified human rights and equality issues.

An **annual report** on the implementation of the Public Sector Duty will be compiled to feed the outcomes back to service users, staff and target group organisations. The report will be compiled in a manner accessible to the public. The report will form the basis of a consultation with stakeholder groups.



# Recommendation

In accordance with Section 134A of the Local Government Act 2001, (as amended by Section 50 of the Local Government Reform Act 2014), this Annual Service Delivery Plan sets out the principal services that this Council proposes to deliver in 2025, together with performance standards and targets, based on the available funding and resources as outlined in our Annual Budget 2025. This Plan is also developed in the context of the vision of our Corporate Plan 2025-2029 to create a sustainable future while improving quality of life for all the people of Kildare.

The adoption of the Annual Service Delivery Plan, as proposed or with amendments, is a reserved function of the Council. Accordingly, the Annual Service Delivery Plan 2025 is presented for consideration at the Council meeting on **31 March 2025** and is recommended for adoption by the Elected Members.

The monthly Chief Executive's report presented to the Council, along with our Annual Report and Progress Report on the Corporate Plan Achievements, will assist the Corporate Policy Group and the Elected Members to monitor our performance against the Annual Service Delivery Plan for the year. In addition, the National Oversight and Audit Commission (NOAC) provides independent monitoring and measurement against a range of national performance indicators and our Audit Committee assesses and promotes efficiency and value for money with respect to the performance of our functions.



**Sonya Kavanagh**

Sonya Kavanagh  
**Chief Executive**



# Contact Us

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Kildare County Council