



**Comhairle Contae Chill Dara**  
Kildare County Council

# Corporate Plan 2025-2029



## KILDARE

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



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Cover Images:

Brigid 2025

Kerdiffstown Park

Active Travel

Athy Library

Kerdiffstown Park

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# Introduction

*Grand Canal Way, Sallins,  
Co. Kildare*

## Joint Foreword

Kildare County Council's Corporate Plan has been shaped by stakeholder consultation and considers key factors that will impact our actions up to 2029. It demonstrates our commitment to making Kildare an inclusive and sustainable county, contributing to enhancing the quality of life for all.

Kildare County Council continues to implement Government reforms, with a focus on the Better Public Services Strategy. In delivering our Plan, we will uphold professionalism, agility, and innovation, while focusing on responsiveness, reliability, integrity, openness and fairness.

Kildare County Council's operations are deeply interconnected with our stakeholders, including elected representatives, state/semi-state agencies, local community groups, and organisations like the Public Participation Network (PPN), Local Community Development Committee (LCDC), and Strategic Policy Committees (SPC). Continued collaborations are crucial for achieving our vision as challenges continue to increase. Nevertheless, Kildare possesses significant strengths and is strategically positioned to capitalise on its opportunities. Information about these strengths can be found in the 'About Kildare' section and in the SCOT (Strengths, Challenges, Opportunities and Threats) analysis within this Plan.

The County's population grew by over 25,000 people between 2016-2022, exceeding national trends. This rapid and prolonged increase in population and our location in the Greater Dublin area creates pressure on services and drives housing demand and costs.

While the immediate focus of this Plan is a 5-year period, decisions associated with implementation have multi-generational impacts. This is especially relevant in Kildare; with a population that has the second youngest average age in the State. Our young population drives demand for youth facilities, recreational spaces, educational and social services.

The number of people living in the county aged 65 and above, is projected to double by 2040 to over 60,000 prompting greater urgency to embed age-friendly programmes organisation-wide. With a growing number of persons with self-declared disabilities, and our projected aging population, accessibility will be an even greater priority. Having regard to our diverse, growing population, it is vital that this Plan builds resilient communities, that support all individuals to lead full, healthy and inclusive lives and enjoy a high quality of life at every stage.

*At the core of all our actions is the requirement to address the challenge of climate change. This Council will demonstrate leadership in the transition to a climate resilient, biodiversity rich, sustainable and climate neutral economy.*

Working with all stakeholders to implement our Local Economic and Community Plan (LECP), and Economic Strategy, our aim is to achieve an economically vibrant county, that is inclusive and attracts resources and investment for sustainable growth.

Development of co-working hubs will continue, as well as sustaining initiatives such as the Mid- East Regional Innovation Think Space (Naas), Equine Hub (National Stud, Kildare), Food & Innovation Hub (Athy), and Textile Hub (Monasterevin).

Enhancing infrastructure and promoting sustainable transport supports local employment, delivering benefits by reducing commuting and revitalising towns and villages. We will continue to implement Town Centre First and regeneration plans, providing new public spaces, and enhancing tourism through canal greenways and the Barrow Blueway.

Kildare's urban structure is unique, with 7 towns with a population of more than 10,000 people. Towns this size can apply for Urban Regeneration Development Funding (URDF) – however, in Kildare, projects and towns are competing for the same funding, posing a challenge.

The rivers, canals and railway lines in our county present positive tourism and transport opportunities, however, they also create challenges for developing necessary infrastructure, vital to connecting growing towns – such as bridges, mobility corridors, and public transport.

At the core of all our actions is the requirement to address the challenge of climate change. This Council will demonstrate leadership in the transition to a climate resilient, biodiversity rich, sustainable and climate neutral economy.

Serving as the Eastern & Midlands Climate Action Regional Office (CARO) host, allows us to collaborate with 17 local authorities on their Climate Action Plans. Embedding climate action and sustainability principles across our activities and infrastructure is essential in the transition to a low carbon society. We will also support innovation by using Maynooth's Decarbonisation Zone, as a model for other areas.

We will expand community capacity through climate training, awareness, and funding, while also advancing our commitment to the United Nations Sustainable Development Goals (UN SDGs) and report on progress in this regard.

We will build on our collaborations with the Mid East Energy Bureau and the Sustainable Energy Authority of Ireland (SEAI) to expand expertise and pilot initiatives in pursuit of energy reduction, in our own buildings and operations.

In order to implement this Plan, we will continue to support our Elected Members in their vital role in local democracy and innovate to enhance communications, and maximise the impact of our people, finances and services.

Our Elected Members and employees, alongside agency and community stakeholders are committed to a common goal of working together, to improve the quality of life for both present and future generations of our great and growing county.



*Sonya Kavanagh*

Sonya Kavanagh  
Chief Executive



*Cllr Kevin Duffy*

Cllr Kevin Duffy  
Cathaoirleach

# About this Plan

## Welcome to Kildare County Council's Corporate Plan.

This Plan sets Kildare County Council's strategic direction for the period 2025 –2029 and is prepared in compliance with the:

- Local Government Act 2001
- Local Government Reform Act 2014
- Guidelines of the Department of Housing, Heritage and Local Government
- National Oversight and Audit Commission (NOAC) Review of Local Authority Corporate Plans 2019–2024

The Plan recognises National and European policies and plans in relation to our priority objectives for the next five years.

**The purpose of our Corporate Plan is to outline our vision for Kildare, and what we will do, together with stakeholders, to deliver that vision. The Plan also outlines the values that inform our approach.**

Also included is an analysis of our operating environment, with the challenges, opportunities and threats to our capacity to deliver our strategic objectives for the next five years.

In recognising that new demands can emerge over the next five years, our Corporate Plan is supported by a robust governance, review and reporting framework, set out in the Section "Delivering this Plan".

You can easily keep updated on progress in delivering our Corporate Plan objectives as we regularly publish press releases and updates, on [www.kildarecoco.ie](http://www.kildarecoco.ie), our social media channels, and in reports provided to the elected members of Kildare.

# Our Vision & Mission Statement

## Our Vision

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

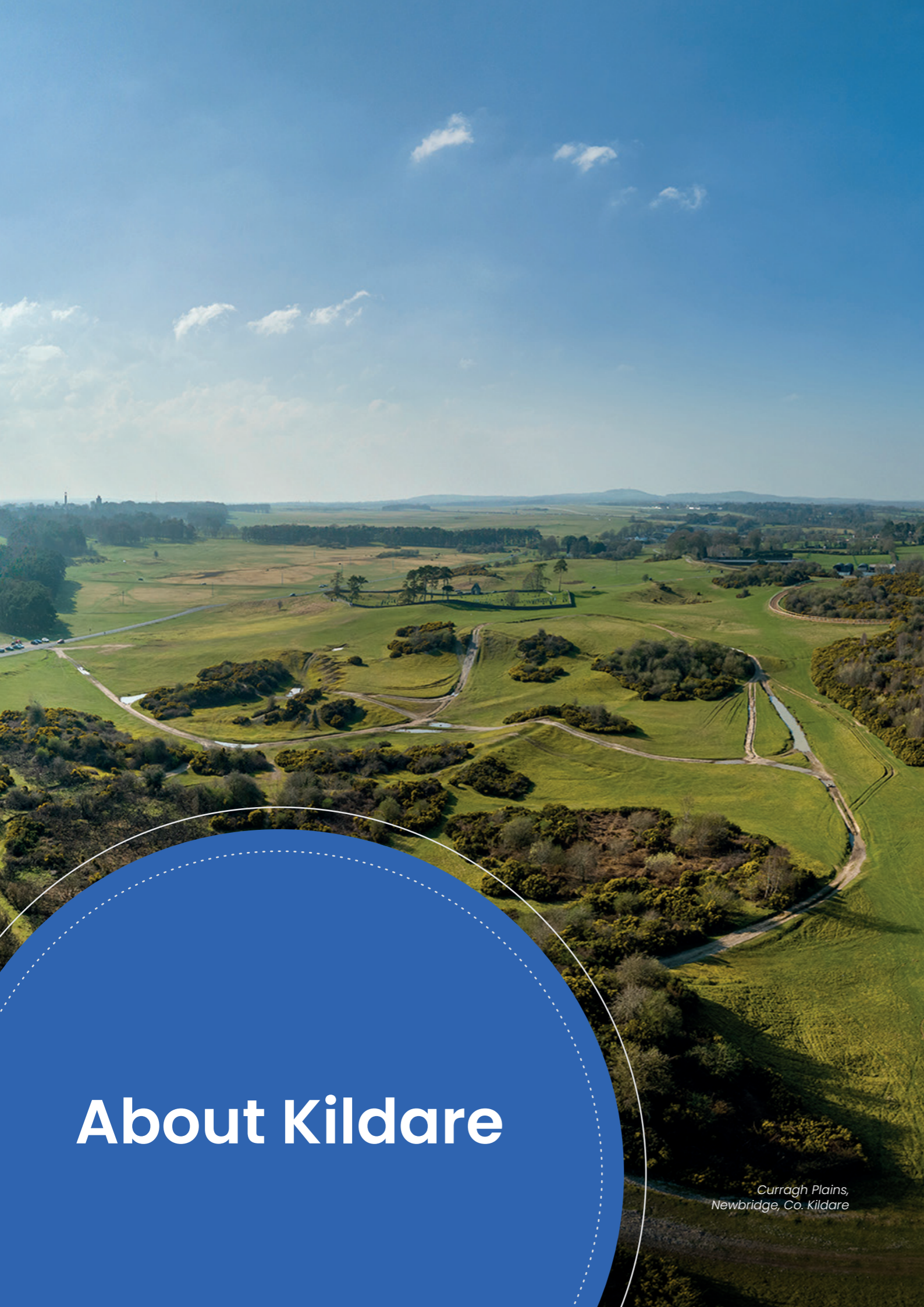
## Mission Statement

**Leading the way towards a sustainable and inclusive** future by enhancing quality of life for all people.

We strive to deliver efficient and innovative infrastructure and services, foster balanced growth, and build a connected and vibrant community through collaborative partnerships and community engagement.

At the heart of everything we do is a commitment to benefiting all the people of Kildare.





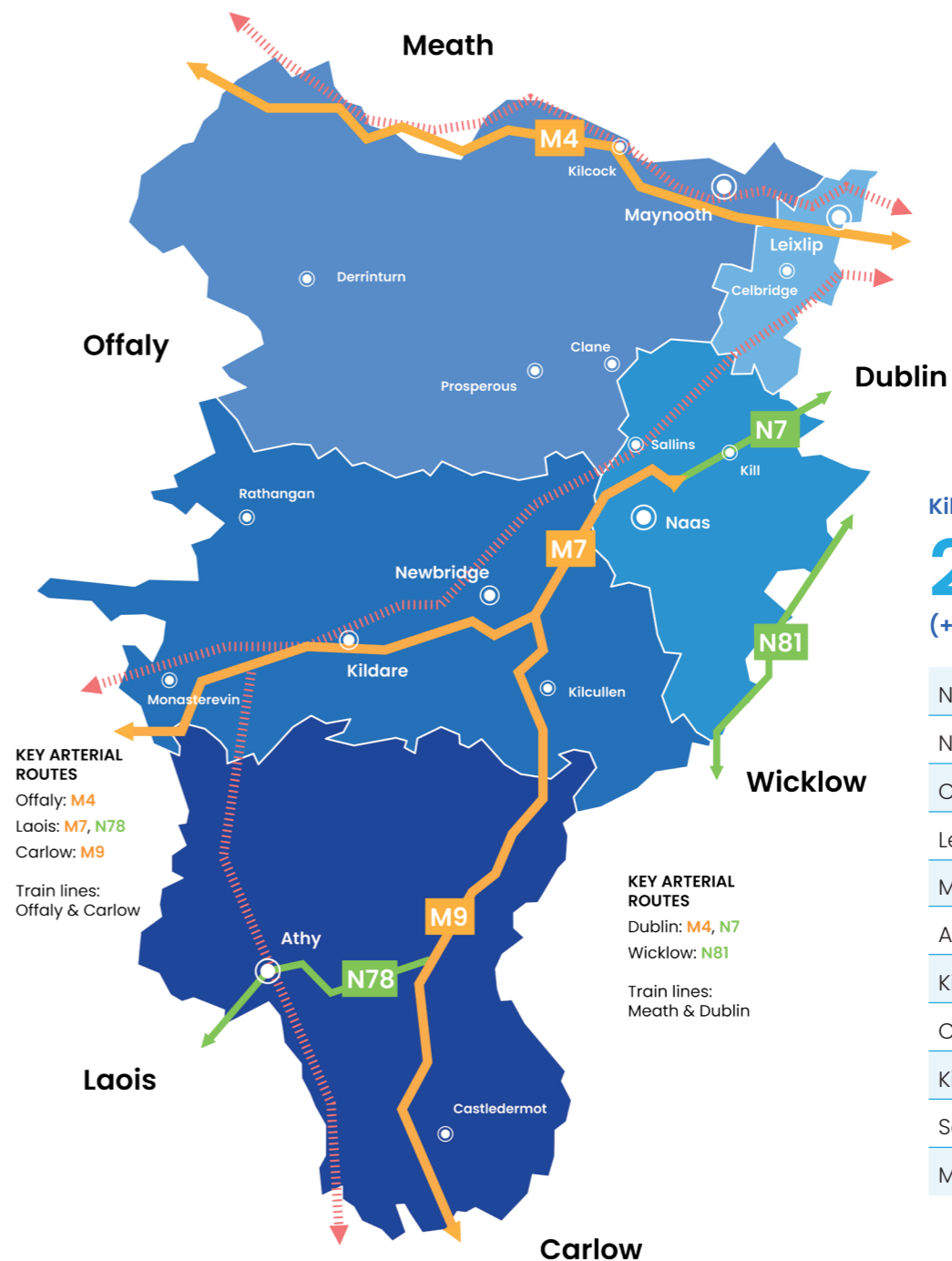
# About Kildare

Curragh Plains,  
Newbridge, Co. Kildare

*Kildare is one of the fastest growing counties in Ireland*



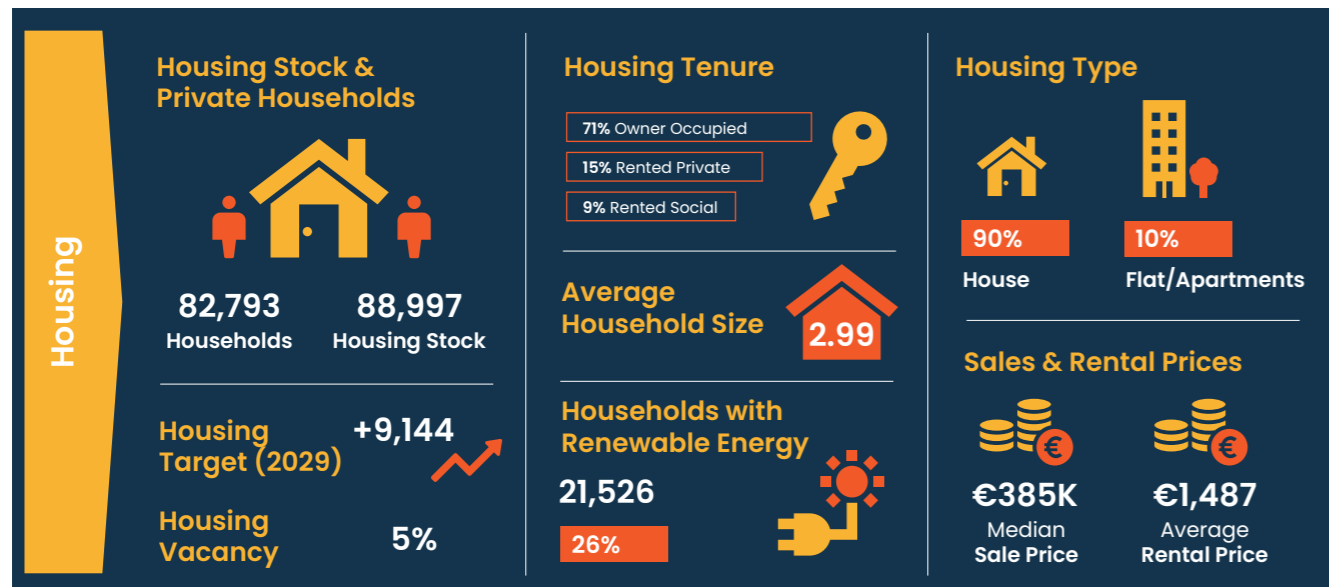
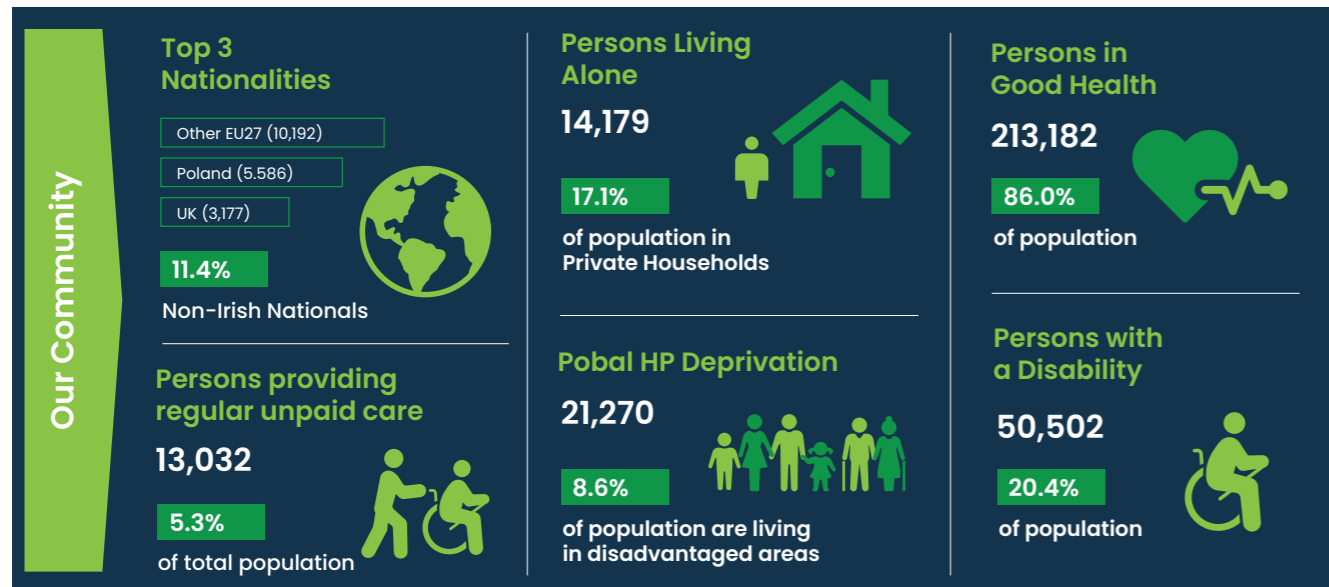
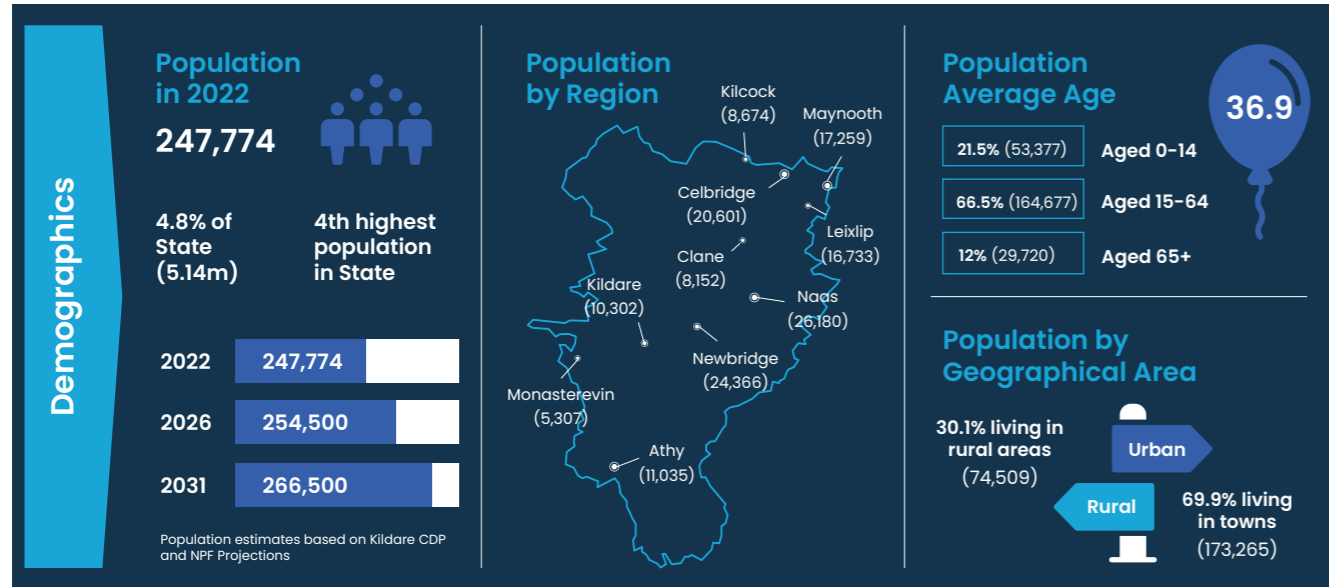
Kildare is in the Greater Dublin Area and as a major transport hub for motorway and rail connectivity to much of the rest of Ireland, is a prime location for investment.



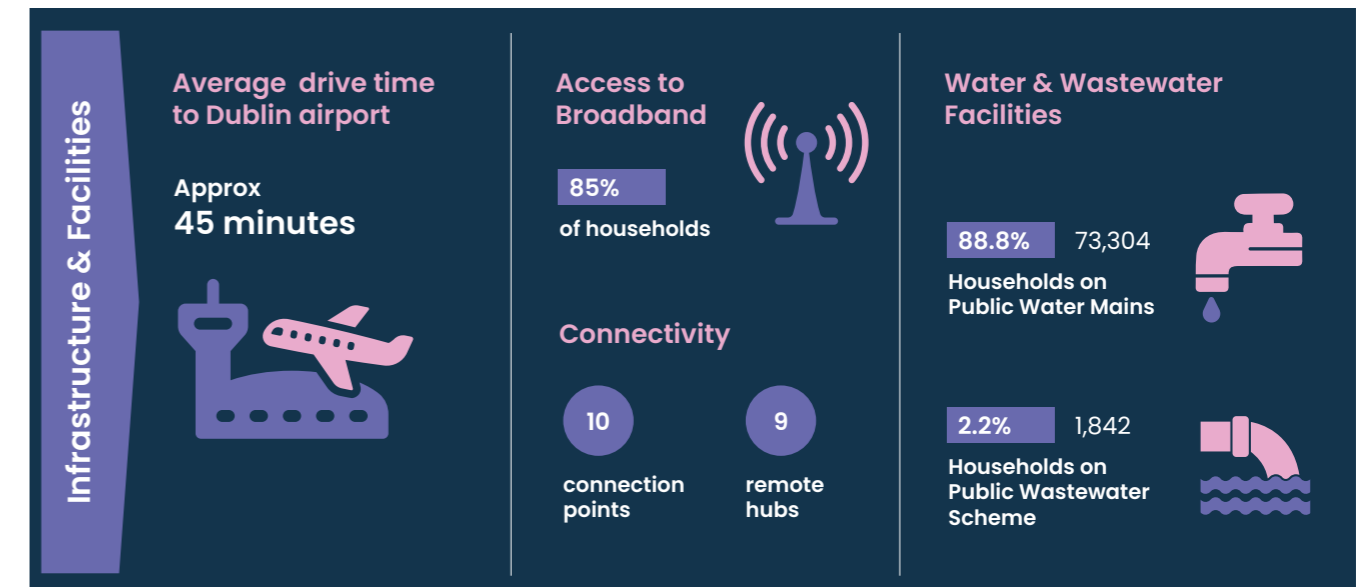
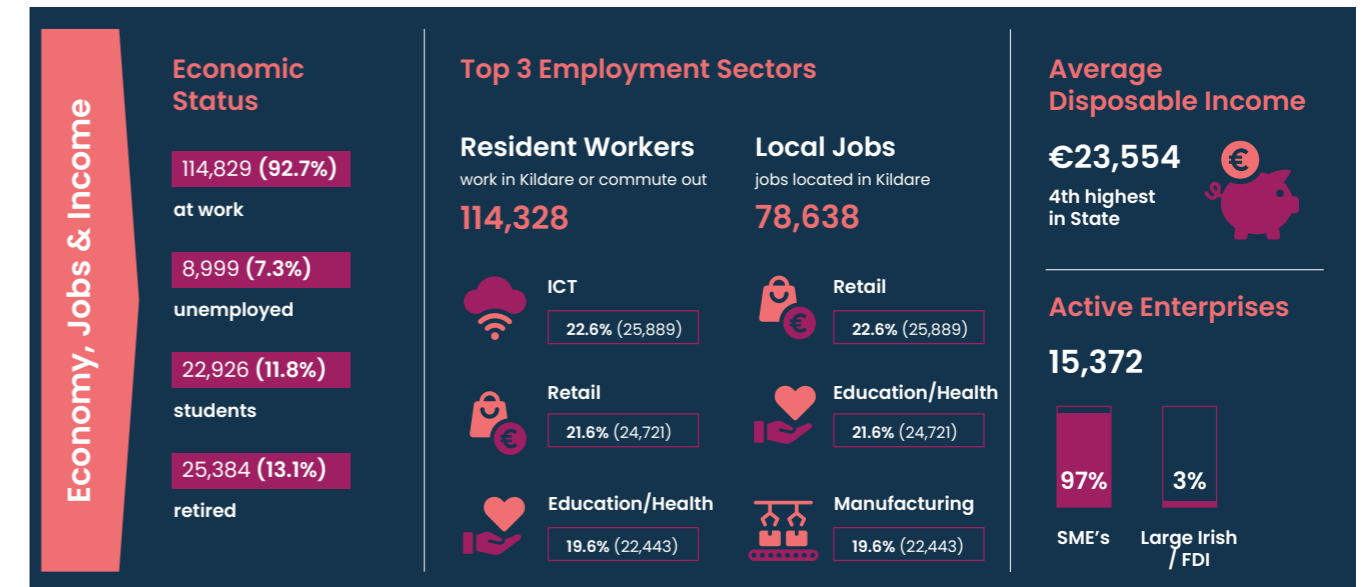
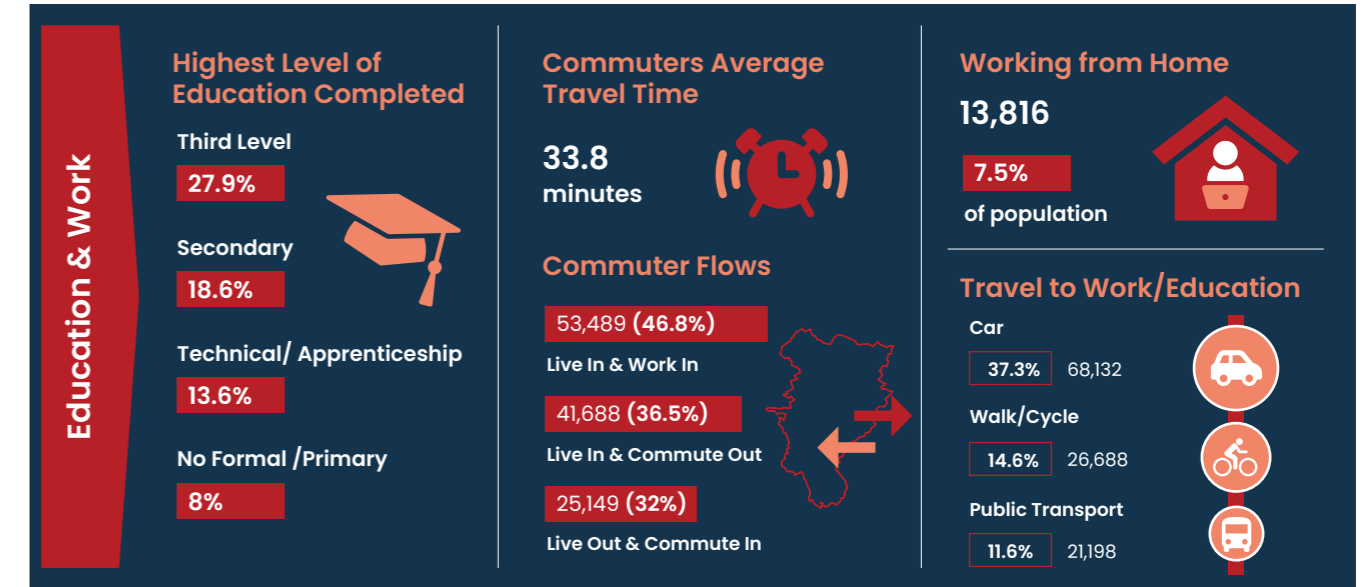
Kildare Population 2022:  
**247,774**  
(+25,644 from 2016)

|              |        |
|--------------|--------|
| Newbridge    | 24,366 |
| Naas         | 26,180 |
| Celbridge    | 20,601 |
| Leixlip      | 16,733 |
| Maynooth     | 17,259 |
| Athy         | 11,085 |
| Kildare      | 10,302 |
| Clane        | 8,152  |
| Kilcock      | 8,674  |
| Sallins      | 6,269  |
| Monasterevin | 5,307  |

# Our People, Our County



# Kildare in numbers



# Looking Back: Achievements 2019 – 2024

## Directorate: Corporate, People and Cultural Services

### Corporate

- Implementation of new 'Check the Register' online system – Kildare County Council has achieved growth of almost 18% in the number of registered electors since 2019.
- A dedicated Communications unit established to support the strategic management and delivery of our communications.
- A new procurement unit was established to assist staff with procurement compliance, awareness and training, standardizing procedures and supporting value for money.
- Corporate Services supported a comprehensive upgrade to the Council Chamber in 2023, including upgrades to the IT systems, with provision in place to support hybrid meetings and potential webcasting. Live streaming of the Council meeting to the Council's YouTube channel began during 2024.
- Comprehensive and accessible service was provided to 40 elected members across 5 Municipal Districts. Almost 100 statutory meetings involving elected members are serviced annually
- Development and implementation of new Property Interest Register.
- Excellence in Local Government Communications Award 2022 for "Understanding the Kildare County Development Plan" Podcast series.

### People

- Kildare County Council's first Wellbeing Strategy adopted, in line with ongoing commitment to staff wellbeing.
- In 2023 Blended Working was formally introduced with the adoption of the first Blended Working Policy.
- Resourced, supported and maintained a well-trained workforce, particularly through the covid-19 pandemic.
- Implementation of inclusive work placements in partnership with Disability agencies.
- Implementation of the Graduate programme and local authority apprenticeships.
- Commencement of the Strategic Workforce Plan.



# Achievements & Future Planning

Barrow Bridge Athy,  
Co. Kildare





New Naas Library and Cultural Centre



New Naas Library and Cultural Centre



Arts Strategy

### Cultural Services

- Following a 3-year conservation, renovation and construction programmes, the new Naas Library and Cultural Centre opened. Reinstating a historic building as a prominent focal point within the community, it comprises 1,195 square meters of indoor space and 1,055 square meters of outdoor public space
- In 2022, a new national Library Management System (Spydus) was introduced and a new public PC booking system called Netloan that offers enhanced user experience
- Development and publication of *In Perpetual Motion Arts Strategy* for County Kildare 2023–2027 which aims to ensure Kildare is a county where the arts thrive and are embedded in the lives of its people
- Kildare Arts Service was awarded the ‘Sustaining the Arts’ award for the ‘Kildare Covid Notebook Project’ in 2021 at the Excellence in Local Government Awards.
- The launch of Music Generation in Kildare took place in 2021
- Public Art Projects such as *The Stones of the Hollow Hill*, *Per Cent for Art* commission, *Kerdiffstown Park*, *The Bill (Squires)* Gannon sculpture, Kildare Town and *Pobal Le Chéile*, *Ag Foghlaim Le Chéile*, *Níos Fearr Le Chéile* stained-glass artworks in Naas Library & Cultural Centre are examples of public art initiatives.
- The Arts Service continues to coordinate Culture Night/Oíche Chultúir the annual, all-island public event that celebrates culture, creativity and the arts. Over 235,000 people enjoyed over 320 free events, across the county
- The Culture and Creativity Team launched the Culture and Creativity Strategy 2023–2027, aiming to amplify, enhance and embed culture and creativity in County Kildare

### Accessibility

- Launch of consecutive County Kildare Access Strategies
- Multiple fully accessible Changing Places facilities for people with complex disabilities opened in the County – including Áras Chill Dara, Naas Library & Cultural Centre and Newbridge Sports Centre.

## Corporate

|  |  |
|--|--|
| <p>Over <b>26,000</b><br/>electors added to the Register of Electors since 2019</p>                    | <p>Over <b>100,000</b><br/>online customer cases processed since 2019, 85% within service target times</p> |
| <p>Over <b>25,000</b><br/>online representations from elected representatives processed since 2019</p> | <p>Almost <b>100</b><br/>statutory meetings of our elected members are serviced annually</p>               |

## People

|  |   |
|--|---|
| <p>From 2019 to date <b>325</b><br/>recruitment campaigns have taken place</p> | <p><b>397</b><br/>various Training Courses offered to all staff</p> |
| <p><b>252</b><br/>Conferences/Seminars attended</p>                            | <p><b>17,979</b><br/>instances of training</p>                      |

## Cultural Services

|   |  |  |
|---|--|--|
| <p><b>22,381</b><br/>library events</p>   | <p><b>1,862,887</b><br/>library visitors</p>     | <p><b>+13.4%</b><br/>library membership</p>          |
| <p>eBook loans increased by <b>265%</b></p>                                       | <p>eAudiobook loans increased by <b>497%</b></p> | <p><b>367</b><br/>Arts Grants totalling €585,263</p> |
| <p>Creative Ireland awarded <b>103</b> Bursaries totalling <b>€1.2million</b></p> |  |  |



## Directorate: Housing & Regeneration

### Housing

- Adoption and delivery of Traveller Accommodation Programme, with targets delivered annually.
- Consistent delivery of build, acquisition and leasing programmes and with the Housing Assistance Payment and the Rental Accommodation Scheme.
- Delivery of targets under various housing schemes including Rebuilding Ireland; Housing for All.
- Affordable Housing team established, and Affordable Housing Scheme adopted.
- Energy Retrofit Programme delivering upgrades to several properties annually.
- Roll out of service provision in accordance with the Mid-East Region Homeless Action Plan; including supporting households to exit emergency accommodation, providing and housing first tenancies with wrap around supports, increased tenancy sustainment supports and purchase of tenant in situ properties.

### Regeneration

- In 2019, the Strategic Projects & Public Realm Team was established. A multi-disciplinary team dedicated to delivery of strategic projects across the County.
  - 2020 Prosperous Town Park was delivered.
  - MERITS project delivered in collaboration with Local Enterprise Office.
  - Bawnogues Community Centre construction project managed and delivered.
  - Gateway Projects completed in Kilcock and Prosperous.
  - Potato Market renovation completed with a weekly market operating every Saturday.
  - Part 8 Planning delivered for Kildare County Library & Archives; Kildare Market Square Phase 1; Wonderful Barn; Grand Canal Greenway Phase 2 – installation of two additional bridges on the Scheme.
  - Grand Canal Greenway: An 11km route from Aylmer Bridge to Sallins including a pedestrian bridge just outside the School in Sallins was completed in November 2023. A collaboration between Kildare County Council and Waterways Ireland, funded by Transport Infrastructure Ireland.
  - A series of Masterplans commissioned to guide the sustainable growth of towns and villages and enable them to be safe and enjoyable spaces to live, work and prosper.
  - Construction of the Shackleton Museum, Athy commenced with refurbishment of the existing building and construction of a bespoke glazed extension to the rear.
  - Approximately 500 vacant/derelict properties inspected and over 150 owners contacted, 37 compulsory acquisitions commenced.



## Housing



**2,730**

properties delivered under Rebuilding Ireland & Housing For All



**4,250**

housing assessments completed



**4,420**

social properties allocated



**657**

households exited homelessness



**114**

Tenant in Situ properties purchased

## Regeneration



**43**

Public consultations



**€26.4million**

funding for Public Realm Projects

**2020 €2.25million**

**2021 €16.4million**

**2022 €645,000**

**2023 €348,000**

**2024 €6.7million**



Irish Planning Institute Award Winners



LEO - Gather at Kildare Village

## Directorate: Planning, Enterprise, Economic Development and Emergency Services

### Planning

- Preparation, consultation and adoption of Kildare County Development Plan 2023 – 2029, the key strategy document supporting the proper planning and sustainable development of land-use. The expansive consultation included several online information events throughout 2021 and 2022, a Virtual Consultation Hub, Podcast Series and FAQ documents.
- Following adoption of a number of Local Area Plan for towns in the County between 2020-2021, in February 2023 a new implementation team for the County Development Plan and Local Area Plans was formed and will continue to prepare new Plan for towns. Projects delivered to date include:
- Excellence in Local Government Communications Award 2022 for “Understanding the Kildare County Development Plan” Podcast series.
  - Publication of Permeability Guidelines
  - Sustainable Urban Drainage System Guidelines including a series of training events
  - Service Sites Initiative
  - County Kildare Planning and Development Monitoring System
  - Masterplan for Confey, Leixlip
- Recipients of Irish Planning Institute Plan Making Award 2023 for the Athy Local Area Plan and a new generation of Local Area Plans for County Kildare
- Established the first Heritage Unit in Kildare County Council comprising 4 specialists including Biodiversity, Conservation, Heritage and Ecological Officers.
- In collaboration with the Regeneration Team, delivery of heritage-led regeneration project at the Potato Market, Naas through the Historic Towns Initiative to provide a new civic, community and/or performance space for Naas.
- Introduction of Electronic Planning in June 2023.

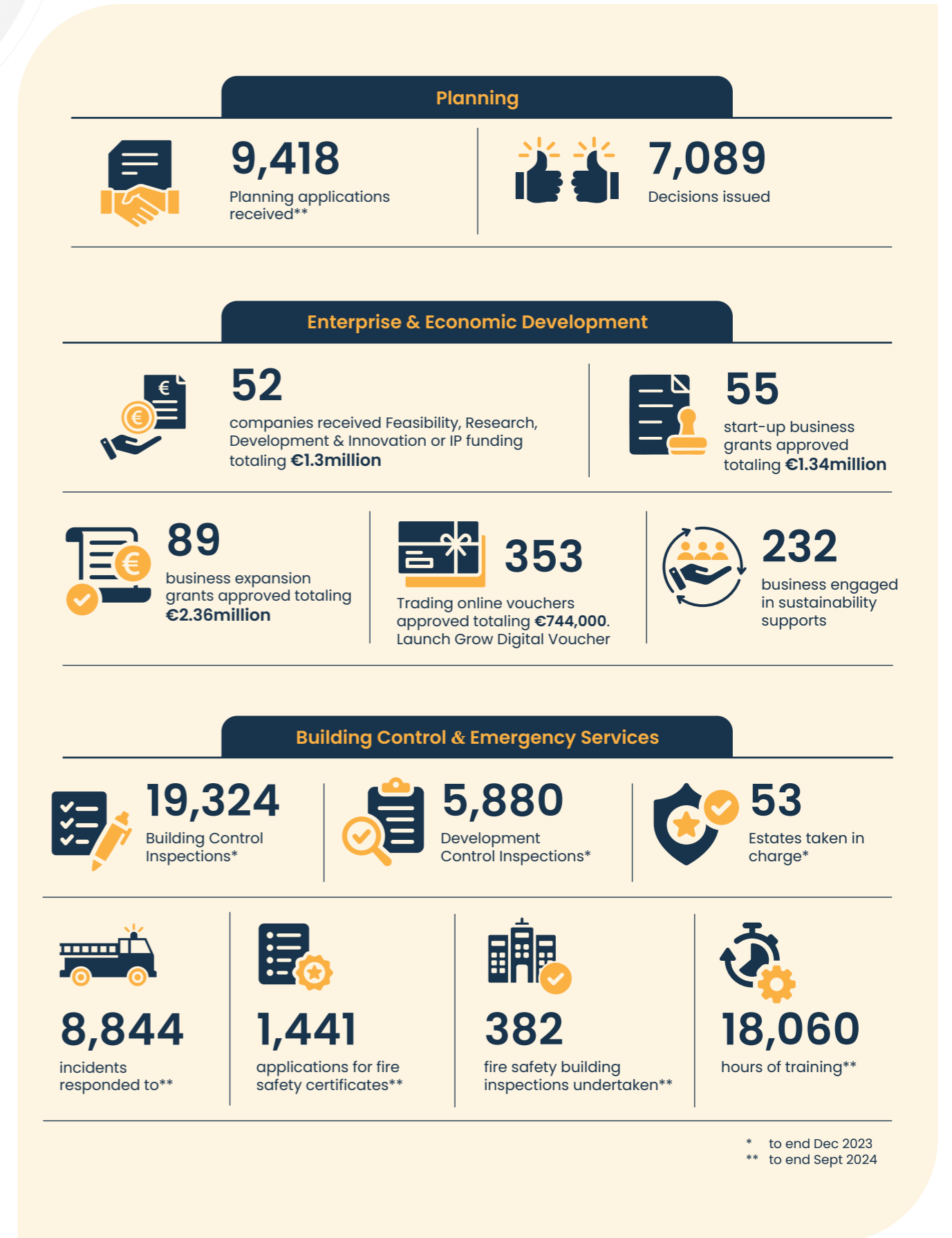
## Enterprise and Economic Development

- The Mid-East Regional Innovation Thinkspace hub was opened in 2021 and is fully occupied with 12 offices and 11 hot-desks supporting 76 jobs in a variety of technology-focused businesses.
- The National Equine Innovation Centre was opened in 2021. Fully occupied by businesses operating in the equine technology sector, the hub hosts 3 office suites and 5 hot-desks which supports 15 jobs.
- Athy Food, Drink and Skills Innovation Hub, under the Rural Regeneration and Development Fund, received funding to the value of €5.4million, between 2020-2023.
- Acquisition of Bank of Ireland in Monasterevin, supported under the Town and Village Renewal Scheme Building Acquisition Measure saw funding of €400,000 approved. This building will be developed into a hub for Fashion and Textiles.
- In 2020 LEO backed fintech start-up QPQ won Overall Mid-East Region Award at the National Enterprise Awards.
- In 2024, LEO client company innovating in AI driven software engineering, DreamDev Technologies was the overall winner of the National Enterprise Awards.
- The scope of provision of supports grew from manufacturing and internationally traded services employing <10, to all sectors with up to 50 employees.
- The scope of work expanded to include supports to Tourism and under the Regenerative Tourism & Placemaking Scheme, a Tourism Activator was appointed in March 2024.
- Offers were made to 399 businesses in connection with Shopfront, merchandising and accessibility grants.
- Establishment of growing clusters for Craft, Retail, Manufacturing, Equine, Women in Business, Food and Beverage and Tech to support the diverse needs of the growing client portfolio.



## Emergency Services

- Continued to provide an operational fire service to the people of Kildare throughout the Covid pandemic.
- Contracts signed for delivery of a new Fire Station in Maynooth. The new 3-bay appliance facility will have PV panels, air-to water heating systems and insulation meeting energy conservation regulations, and includes a training yard with a drill tower, lecture room, and staff facilities.



## Directorate: Transport, Mobility and Open Spaces

### Transport & Mobility

- Development & Official Opening of Athy Distributor Road.
- Completion & opening of Maynooth Inner Relief Road.
- Dedicated Sustainable Transport division established within Kildare County Council with focus on areas such as Active Travel, Road Safety and Traffic Management.
- Delivery of Kilcullen Road, Naas and Royal Canal Greenway Active Travel Schemes.
- Delivery of Safe Routes to School.
- Development and official opening of new Regional Salt Barn and Machinery Yard.
- Remediation and repair of 42 masonry arch bridges.
- Development of annual Winter Maintenance Plan to cover over 705 KM of regional and local roads on 10 different salting routes.



Official opening of Allenwood Playground



### Open Spaces


- New playgrounds opened in various locations throughout the county, such as Sallins, Eadestown, Caragh, Castledermot, Prosperous, Newbridge and Allenwood.


### Open Spaces

 **34**  
Playgrounds

 **20**  
Parks maintained

 **14**  
Outdoor Gyms

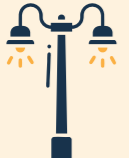
 **3**  
Skateparks

 **168 ha**  
(414 acres)  
of open space maintained

### Transport & Mobility

 **2,708 km**  
of road maintained annually

 **705 km**  
of winter salting routes

 **22,987**  
public lights maintained annually

 **1,300**  
road opening licences processed annually

## Directorate: Climate, Community, Environment and Water

### Climate Action

- A dedicated Kildare Climate Action Office established and adoption of Kildare's first Climate Action Plan 2024 – 2029.
- Rollout of Climate Innovation Fund annually to foster innovative climate solutions aimed at community groups, SMEs, entrepreneurs, tradespeople, early-career researchers, education institutions and individuals in Kildare.
- Commenced "Grass to Gas" project to ascertain the feasibility of biogas (Bio CNG) production from waste grass to help decarbonise our fleet.
- Kildare Climate Action Office produced and published a best practice climate and biodiversity friendly guide for staff to use for maintenance of public spaces, sharing it with all relevant stakeholders.
- Work commenced on "Demo-House" in Maynooth Decarbonising Zone, with official launch to occur in Q1 2025.
- Augmented Reality video of future vision of Main Street Maynooth Decarbonising Zone launched 2024.
- Tenders awarded to commence retrofit for decarbonising council building stock.
- First 'HACKTHECLIMATE' Hackathon, a gathering of 50 entrepreneurs and developers in 12-hours of idea generation, invention and business creation, supporting delivery of Climate Action Targets.

### Community

#### Brigid 1500

Kildare County Council successfully delivered a 2-year programme of events for Brigid 1500, celebrating St Brigid, A Woman, A Life, A Legacy.

- Funding of €500,000 supported projects through grant schemes and the festival welcomed over 100,000 people to Kildare from Ireland and abroad.
- The Brigid 1500 programme received an award in Chambers Ireland Excellence in Local Government for Festival of the Year 2023.
- In addition, a school's biodiversity and education programme was delivered.

**BRIGID 1500**



**100,000+**

visitors to Kildare from Ireland and abroad



Award in Chambers Ireland Excellence for **Festival of the Year 2023**

**3,075**  
community groups funded (2019-2024)



KSP engaged with over **25,000** people annually



2024 Age Friendly Initiative Excellence in **Local Government Award**



### Community Grants

- Over 3075 community groups funded (2019-2024).
- €270,000 annually to 350 Residents Associations.
- 260 Community Groups funded annually with over €370,000.
- Education Bursaries for at least 45 students each year.
- 250 Local Property Tax grant applications processed annually.

### Kildare Sports Partnership (KSP)

- Kildare County Council and Swim Ireland opened a Pop-Up Pool in Leixlip during 2023.
- KSP engaged with over 25,000 people annually, including 1,200 participants in the Sports Inclusion Disability Programme.
- KSP has been successful in sourcing funding from Sport Ireland to develop Sports Hubs in Athy, Monasterevin and Naas since 2019, and overall, from 2019-24 Sport Ireland invested €3.075 million in the KSP initiative.



### Age Friendly Programme

- Launch of Celbridge as an Age-Friendly town, January 2023.
- Official opening of Castlefen, Sallins - Ireland's first Age-Friendly Estate in 2024.
- Kildare County Council won the 2024 Age Friendly Initiative Excellence in Local Government Award for Ballymore Eustace as an Age friendly village.
- New Fit-Stix for Farmers programme launched.
- Age Friendly food hampers distributed to most disadvantaged older people.

### Community Development

- The first 'Shed Fest' was held at The Curragh racecourse with over 1000 participants.

### Twinning

- 27 twinning grants awarded between 2019-24.
- In conjunction with the County Twinning Committee, the student exchange programme with Lexington, Kentucky restarted post Covid.
- In addition, in October 2023, a delegation from Kildare County Council, County Twinning Committee, Chamber of Commerce and representatives of the tourism and equine industries visited Lexington strengthening the relationship.

### Community Facilities

- Completion of new community centres in Rathangan, Carbury, Leixlip and Allenwood and opening of community house in Prosperous in 2024.
- Kilcock Community Centre officially opened in May 2024 and includes a multi-purpose recreation hall with changing facilities, two multipurpose rooms and projector room.

New community centres in:

- 📍 Rathangan
- 📍 Carbury
- 📍 Leixlip
- 📍 Allenwood
- 📍 Kilcock



€1.63  
million+

in the last two years provided  
under the Community  
Recognition Fund



### Other Community Funding

- €316,206 to 139 groups under Community Support Funding.
- Over €1.63million in the last two years provided under the Community Recognition Fund for major enhancements to communities which have shared community facilities and infrastructure with people displaced from Ukraine and other countries.

### County Kildare Integration Strategy 2020-2026

Kildare's second integration strategy was launched in 2021. The Council continue to implement the strategy with County Kildare Leader Partnership and Kildare Interagency Integration Committee.

### Kildare Public Participation Network (PPN)

Kildare County Council continue to support the Kildare PPN with currently 771 active member organisations registered.

### County Kildare Joint Policing Committee (JPC)

A new Community Text Alert System (CAIRDRE) was launched in 2022.

This Committee is replaced by the new [Local Community Safety Partnership](#), following statutory changes.



### Local Community Development Committee (LCDC)

The LCDC seeks to achieve a strategic, joined-up approach to community development. Kildare LCDC is a nineteen-member committee, involving statutory and non-statutory representatives.

- Oversaw implementation of the Social Inclusion Community Activation Programme (SICAP) 2018–2023: Assisted 4,686 individuals and 354 groups in disadvantaged areas with a €6.99 million budget, implemented by County Kildare LEADER Partnership (CKLP)
- Awarded €5.14million to 92 projects through LEADER grant aid funding
- Successfully implemented the LEADER 2014–2023 programme through CKLP and developed LEADER Local Development Strategy 2023–2028.
- Concluded delivery of Healthy Ireland Round 3, impacting over 5,500 people and secured Healthy Ireland Round 4.
- Athy selected as one of 19 Sláintecare Healthy Communities nationally.
- Secured €100,000 as one of four counties under the Child Poverty Programme.
- Promoted and administered a range of grant schemes worth €1.55million enabling local communities to deliver infrastructure and support running costs
- Community Response Forums, established and operated for COVID-19 and Ukrainian community responses.



### Environment & Water

- The development of Kerdiffstown Park, an exciting multi-use recreational amenity, as well as economic and environmental benefits to the wider community.
- Kildare County Council was the only county to achieve the required standard in the EPA RMCEI (recommended minimum criteria for environmental inspections) report for 2022 and 2023.
- Strong performances annually for many Kildare towns named as Ireland's Cleanest Town in the IBAL litter survey, including Maynooth (2023) and Naas (2022, 2021, 2024).
- Annual support for Tidy Towns Committees with the following towns being awarded Gold medals in 2024: Celbridge, Clane, Kill, Leixlip, Maynooth, Straffan, Newbridge and Naas.
- Mattress and Paint Amnesties held, and recycling of Christmas Trees facilitated annually.
- Significant progress made on the Morell Flood Relief Scheme, and Naas, Athy and Leixlip flood relief works ongoing.
- River drainage maintenance works ongoing countywide.
- Sustainable drainage systems guidance launched.

|   |   |  |
|---|---|--|
| <p>Tidy Towns groups countywide supported with annual grant funding of</p> <p><b>€320,000</b></p> | <p><b>131</b> schools awarded green flags under Green Schools Programme</p> | <p><b>1,000</b> saplings were distributed during National Tree Week annually</p> |
|---|---|--|



## Directorate: Integration

The Local Authority Integration Team (LAIT) was established during 2024.

The Director for Integration has taken over responsibility for and convenes monthly meetings of the Community Integration Forum, which coordinates statutory and non-statutory service providers assisting Beneficiaries of Temporary Protection, International Protection Applicants, Persons with Status and Programme Refugees.

The LAIT has also developed a directory of accommodation centres and services to support relevant clients, including the development of a mobile phone app to signpost services for use in clinics and meetings.

The LAIT also has responsibility for sourcing accommodation under the Offer a Home Scheme and assessing proposals for accommodation referred by the Department of Children, Equality, Disability, Integration and Youth.

Between Q2 and Q3 of 2024, the LAIT achieved the following:

- Received 1,026 queries and resolved 1,007 of those queries.
- Arranged 100 clinics in Ukraine Crisis Temporary Accommodation Team (UCTAT) and International Protection Accommodation Services (IPAS) centres.
- Supported 305 Beneficiaries of Temporary Protection.
- Supported 248 International Protection Applicants.
- Conducted 33 outreach visits to UCTAT and IPAS centres.
- Conducted 8 Day-75 meetings in Designated Accommodation Centres at Newhall and Punchestown.
- Commenced the resettlement of 66 programme refugees under the International Refugee Protection Programme with Phase 1 completed in September 2024.



## Directorate: Finance, Digital Services, Innovation & Governance

### Finance

- Publication of Annual Revenue Budgets for the years 2020 - 2024
- Publication of Annual Capital Programme for the years 2020-2024
- Publication of Annual Financial Statements for the years 2019-2023
- Introduction of Commercial Incentive Grant Scheme
- Processing of the Rates Restart Grants Scheme
- Processing of the Increased Cost of Business Grants Scheme

### Digital Services

- Launch of Kildare's first Digital Strategy for the County Kildare Connected aimed at creating an inclusive, progressive, innovative and connected digital society and economy for the benefit of Kildare's people and businesses.
- Upgrade of digital facilities in the Council Chamber to support hybrid meetings and webcasting capability
- Development of new Geo Collection App to provide real time support for Rates management and revenue collection
- Launch of new CRM solution with a citizen's portal which allows for streamlining of customer services
- Launch of online training tools introduced for standardized, self-directed training programs

### Innovation

- A dedicated Innovation Team was established in November 2022 to support innovation across the organisation and in March 2023 Kildare County Council signed the Declaration on Public Service Innovation demonstrating our commitment to growing innovation.
- The Team has led in driving innovation, securing €320,000 in successful Innovation funding applications including the Public Sector innovation Fund and the Digital Transformation Fund.
- Over 60 staff have been upskilled in Lean Six Sigma, Design Thinking, Business Process Improvement and in Strategy, Innovation and Decision Making.
- Working with colleagues the team have delivered Innovation events to accelerate innovation, creativity and collaboration including workshops, innovation masterclasses, Hackathons and Design Sprints.





Pollardstown Fen,  
Co. Kildare

# Looking Forward: Internal and External Environment

The SCOT analysis captures strengths, challenges, opportunities and threats over the Plan's lifespan, putting in context the operating environment of Kildare County Council. It was based on:

- Written submissions and surveys completed by staff, elected members, and members of the public
- Findings from consultation workshops
- A review of the operating environment set out in the 2019 Corporate Plan
- The [County socio-economic profile](#) (June 2023) based on Census 2022
- An assessment of recent policy documents such as the Local Economic and Community Plan, Climate Action Plan and the County Development Plan. These plans also incorporate views expressed in consultation, offering a further opportunity to consider relevant issues.

The SCOT analysis is a strategic plan-making tool to inform our goals, objectives and key performance indicators for the next five years.



# Strengths

## External

|   |
|---|
| Location in Greater Dublin Area, close to Airports & Ports with extensive motorway network - an attractive location for investment/economic opportunities |
| One of the youngest and fastest growing counties  |
| Highly educated population  |
| High levels of participation in the workforce   |
| Ireland's fastest growing university, NUI Maynooth  |
| Very strong Foreign Direct Investment base offering high quality employment   |
| Above national average disposable income as per Census 2022 data  |
| Strong Small Medium Enterprise sector   |
| World class equine sector   |
| Strong agriculture sector   |
| Growing level of good quality housing stock with high BER rating  |
| Significant community and voluntary sector - over 700 groups of PPN   |
| Good broadband connectivity   |
| Strong arts & cultural network  |
| Ministry of Defence based in the County   |
| Unique heritage, natural and built, with potential for tourism and recreation   |

## Internal

|   |
|---|
| Our workforce - experienced, educated highly trained  |
| Workforce demonstrated ability to pivot and deliver e.g. Covid, Integration   |
| Active and growing library network and membership   |
| Our capacity to collaborate with key service delivery partners e.g. Housing Bodies, Community/Voluntary Groups, National Transport Authority, Government Departments, other local authorities etc |



# Challenges

## External

|  |
|--|
| Continued and increasing threat of cyber security  |
| Potential for AI to affect employment levels in FDI base   |
| Demographic and resource pressures associated with spill-over effects from location in the Greater Dublin Area, in particular growth in young population and associated demands for social infrastructure (creches, childcare facilities, schools, sporting and recreational facilities) |
| Securing investment in infrastructure and local services, to maintain pace with rapidly increasing demand, especially recreational, social, cultural infrastructure  |
| Rising land and development costs and availability associated with growth within the greater Dublin area   |
| Imbalance in respect of demographic and economic vitality, especially in Just Transition areas of the County   |
| Growing dependence on a declining pool of volunteers to provide community services   |
| Continued level of car-dependent, out bound/long commutes  |
| Biodiversity and climate challenges associated with urbanisation   |
| Further development of whole of journey sustainable transport solutions  |

|  |
|--|
| Increasing affordability issues within the housing sector - ownership/rental   |
| High levels of household income dependence (social welfare/pension support) in some areas of the County  |
| Persistent and inter-generational disadvantage and distance from the labour market in some urban & rural communities   |
| High dependence on employment in a small number of lower-income sectors in parts of South/West Kildare   |
| Attracting and retaining employers and skilled workers in some sectors of the economy  |
| Cost and availability of childcare in the county   |
| Growing tourism infrastructure to meet demand, particularly accommodation  |
| Developing enabling infrastructure for a strong educational sector that responds to a variety of growing educational needs & population pressures                  |
| Perceptions of the entire County as affluent, which doesn't align with Deprivation Index   |
| Implementing the increasing volume and complexity of legislative changes in the sector, in a challenging recruitment environment                                   |
| The pace of progressing modal shift from single occupancy car-based use to more sustainable travel options like walking, cycling, public transport and car-pooling |
| Availability of school places (primary and post primary) near to children's homes  |
| Increased costs of maintaining infrastructure due to location in Greater Dublin Area and population increases  |
| High rental costs for housing and reliance on the private rented sector and HAP  |
| Leveraging funding and achieving project delivery due to competition for funding and technical resources in the economy  |
| Capacity within the construction industry to deliver on housing delivery targets when all local authorities and the private sector are seeking to increase output  |
| The cost of financing funding for acquisition of suitable sites for infrastructure   |
| Constraints to the development of certain sites. Risks of abnormal costs rendering sites undevelopable   |
| Financial risk to the council associated with the delivery of affordable housing   |
| Rebalancing of accommodation for International Protection Applicants and Beneficiaries of Temporary Protection nationally, to avoid concentrations                 |

## External

|  |
|--|
| Succession planning and knowledge management in a high turnover environment                                  |
| Implementation of BIM (Building information Modelling Management) for all construction design and management |



# Opportunities

## External

|  |
|--|
| Capitalise on growth of county and transport links to maximise "10-minute settlements"   |
| Build on existing rail infrastructure and integrate transport systems to increase use of and connectivity to public transport/active travel                      |
| Large scale retail and leveraging economic opportunities from extremely high footfall, for local towns in some parts of the County                               |
| Capitalise on the young and educated population base   |
| Maximise benefits from the EU Just Transition fund & other large scale funding opportunities   |
| Integrate new communities and harness their skills, potential and cultural capital to enrich our community   |
| Capitalise on the experience and knowledge of our growing older population to support community development and volunteerism                                     |
| Build on opportunities associated with rapid growth and reputation of Maynooth University as an innovative Irish university delivering educational opportunities |
| Build on and promote Kildare's strengths to gain recognition as the investment location of choice in the State   |
| Develop renewable energy generation including district heating and support economic opportunities arising  |
| Support the circular and bioeconomy creating innovative jobs   |
| Harness the potential of connected/remote working to reduce commuter traffic   |
| Support the expansion of agri sector participation in climate related initiatives  |
| Continue to use innovative approach to re-purposing vacant non-residential properties for tourism/food/pop up or meanwhile uses                                  |
| Work with relevant agencies to ensure the protection, management and sustainable access to natural heritage sites  |
| Improve participation in sport and recreation activities and promote active lifestyles   |

|  |
|--|
| Engage with Uisce Eireann and other infrastructure providers to ensure that capital programmes are aligned                           |
| Sustaining and growing indigenous business to generate employment and offset risks from a high dependency on FDI as a funding stream |
| Developing and maintaining relationships and SLAs with other public bodies to maximise benefits to the county                        |
| Promote use of our two historic canal routes for sustainable travel and recreation   |
| Capacity to develop nature-based solutions to counteract climate change  |

**Internal**

|   |
|---|
| Leverage benefits of innovation internally to enhance service delivery and efficiency   |
| Progress climate leadership through collaboration with CARO, universities and other research programmes   |
| Increase capacity and focus resources to continue to successfully compete for funding from programmes under Project Ireland 2040                |
| Enhance active inter-departmental co-ordination and engagement in the delivery of capital projects  |
| Leverage building information modelling management to track and enhance facilities management and management of existing & new capital projects |
| Maximise library infrastructure and grow opportunities to provide community engagement & support  |
| Festivals & Experiences - Opportunity to promote arts & culture, including the legacy of the successful Brigid 1500 festival                    |
| Increase pro-active communications to highlight the role and impact of the Council in people's lives  |
| Responsibly harness artificial intelligence to enhance innovation, project management and service delivery                                      |
| Recruitment of members of new communities across council services increasing diversity and cultural awareness                                   |



# Threats

**External**

|   |
|---|
| Cost/availability/access to quality, affordable housing to meet the demands of a rapidly growing county, including the non-development of zoned residential land  |
| High land costs impeding delivery of social housing, social and physical infrastructure   |
| Services (health, education, social services etc.) and infrastructure not keeping pace with rapid high population growth and risks to sustaining population and employment if this challenge is not met |
| Climate change and associated challenges arising from flood risk, storm damage, property, infrastructure repair/replacement, impact on food and economic productivity                                   |
| Low awareness of local authority services and it's presence in the public mind  |
| Complexity/speed of Government funding channels and scale of funding centrally controlled   |
| External perceptions of all parts of the county being affluent/low awareness of serious pockets of deprivation, impacting funding from central Government   |
| Limited north-south and east/west public transport connectivity for peoples whole of journey  |
| Vulnerability from concentrated dependency on FDI investment for local employment & funding to the local authority  |
| Lack of funding and legal mechanisms to increase land for recreation and amenity  |
| Risks from potentially failing to plan for the needs of a markedly ageing population  |
| Cyber threats, exacerbated by advances in AI  |
| Disinformation/Misinformation and impacts on trust in public bodies, local democracy  |
| Proximity to strong retail options in County Dublin and impacts on loss of spend  |
| Lack of control over ensuring staffing levels match population growth   |
| Potential for social agitation and impacts on volunteering among established organisations and new communities  |

**Internal**

|  |
|--|
| Attraction and retention of staff, particularly in some technical/professional areas                   |
| Staff turnover and vacancies arising from strong labour market, impacting service and project delivery |

# Capacity, Costs and People

## Operating Environment

*Kilkea Woods, Co. Kildare*

### Capacity

During 2019-2024, our organisational structure was revised to account for changing priorities. The current structure is set out in the Section "Organisational and Operational Structure".

Reflecting population increases and new priorities, several teams were created or expanded since 2019:

- Sustainable Travel
- Climate Action
- Parks and Open Spaces
- Regeneration
- Property Management
- Project Management
- Integration

Our operations are underpinned by robust governance measures, set out in the Section "Delivering this Plan". While this Council will continue its prudent financial management and proactively pursue funding opportunities, it is imperative that funding from all sources keeps pace with population growth.

In this regard Kildare has experienced and continues to experience several factors placing pressure on service and infrastructure delivery, as set out in our "Foreword", our SCOT analysis and in the "About Kildare" part of the Plan.

Over the last 30 years **Kildare's population doubled**, while that of the State grew by 45%.

Whilst 2023 staffing levels are an increase of 4% on 2019, the staffing level in the sector grew by 9% in the same period<sup>1</sup> and the County's **population has grown over 11.4% since 2016** (State growth 8.1%) as shown in [Census 2022](#).

Parts of Kildare, such as the Southwest/Athy area experience **unemployment almost three times the rate in the County**.

Private **rental costs** are the **third highest in the state** and **one in every six private tenancies** is supported by the **Housing Assistance Payment (HAP)** scheme.

*1. Source: Department of Public Expenditure & Reform Databank*



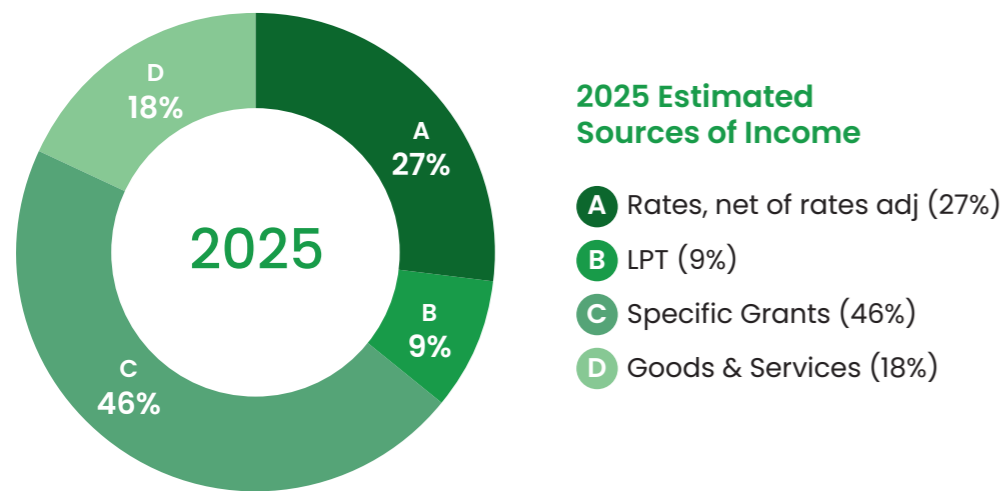
The county has **2,528km of roads**, and while **strategically located for economic development** opportunities, experiences high traffic due to road arteries connecting Dublin to other cities. **Over 40,000 people commute through Kildare** to work in Dublin, and **36% of Kildare workers commute outside the county**.  
 (Source: [Census 2022 Datasets - Kildare County Council](#))

These factors place additional demands on funding, services and infrastructure.

### Costs

Despite our population profile, analysis by our organisation has identified that Kildare County Council's **expenditure per capita for 2022 was €715 - the lowest in the State**. **Staff numbers** in Kildare County Council (2022) were the **second lowest in the State per capita**. In effect this means residents of Kildare are not getting the same service from their local authority as residents elsewhere.

Kildare County Council currently depends on central funding for c46% of its income, as shown below: Table 1: Sources of income, Adopted Budget Book 2025, Kildare County Council.



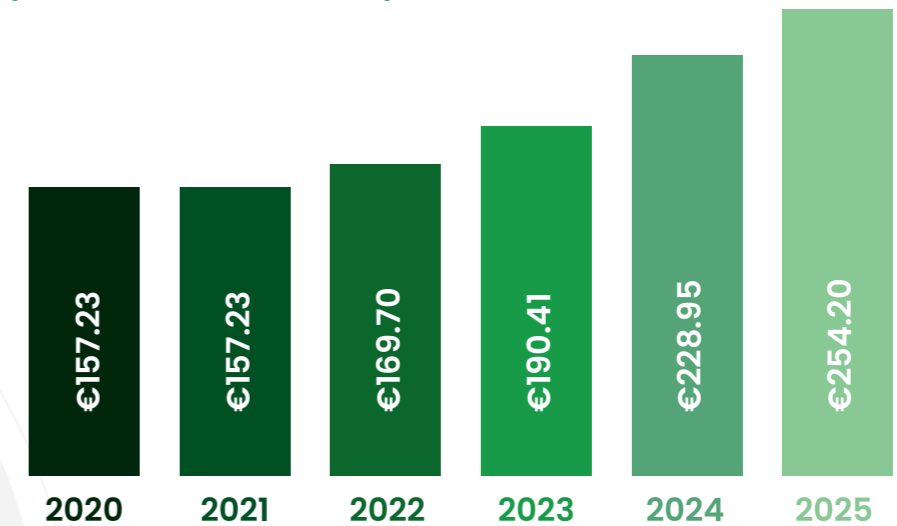
ESRI projections indicate that Kildare will experience population growth of 18% between 2021 and 2040, higher than the projected growth for the state (+12.6%).  
 ([Census 2022 Datasets - Kildare County Council](#))

Based on population projections, the impacts of the current low per capita base of staffing and spending levels will worsen, without additional exchequer funding, that takes account of Kildare's demographic profile, growth rates and specific challenges.

These factors are significant even before one considers the impact of a full employment market on our capacity to recruit and retain staff, as well as challenges arising from the age profile of the organisation; an average age of approximately 50.

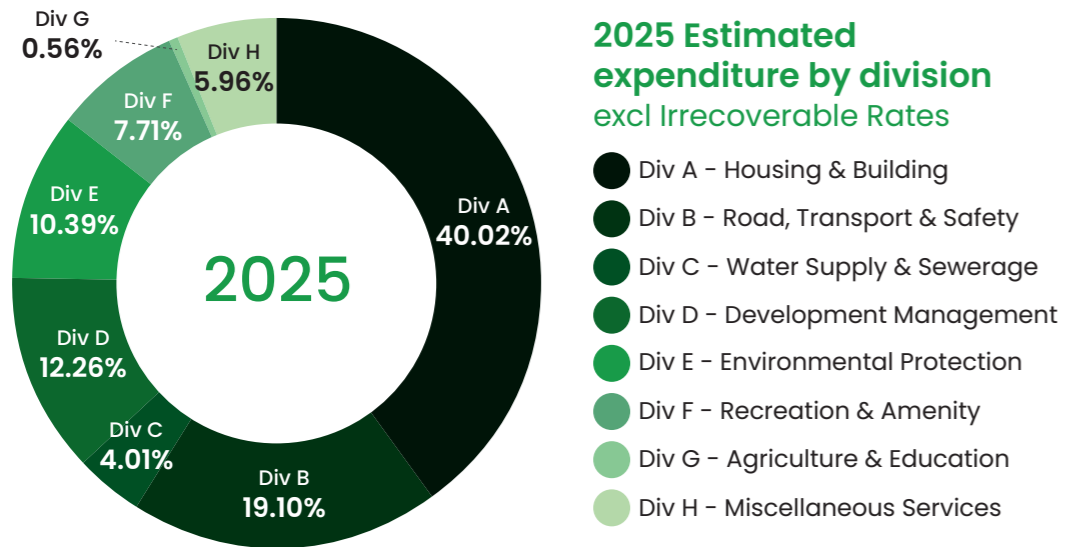
Reflective of the rapid growth of our County, expenditure requirements have risen significantly in the lifetime of the last Corporate Plan.

**Revenue Budget year on year 2020 to 2025 in millions (excl. Irrecoverable Rates)**



Source for table: Adopted Budget Book 2025, Kildare County Council.

For Budget 2025, Kildare County Council projects that in the delivery of services that €260m will be required, allocated as below.



The budgetary process determines funding priorities each year. It is also an opportunity for the organisation and elected members to reappraise corporate capacity, involving decisions like service reprioritisation, budget reallocation, or increased charges, where necessary. This process also includes a detailed briefing and review of our multi-annual capital projects programme.

Budget 2025 in this Council saw additional spending prioritised on areas such as Housing and Road Maintenance, Housing Grants, Public Realm, Economic Development, Climate Change and Carbon Efficiency, Parks Maintenance and Libraries, reflecting many of the priorities identified during public consultation for the Corporate Plan, and through engagement with our elected members.

Budgets 2026-2030, over the lifetime of the Corporate Plan, will annually restate corporate priorities and goals. Kildare County Council publishes our budget and capital programme [online](#), where further details are available. In addition, our Annual Service Delivery Plans over the same period will set out annual actions to progress the Corporate Plan.

# Our People

*Our people, our employees, are indispensable to our effectiveness.*

This Strategy provides a framework for how we intend to invest in our staff over the period of our Corporate Plan, and is a starting point for engagement and will evolve to ensure it remains fit for purpose.







### Kildare County Council as an employer of choice

Local authorities provide over 1,000 different services, and as the fifth largest local authority, with a broad remit, we have a requirement for a large, diverse skills set. We are committed to attracting a diverse, high-quality workforce who are committed to our vision and values. Our work is impactful and fulfilling and aligned with the UN's Sustainable Development Goals.

In the current competitive recruitment environment, we must make a bigger effort to sell ourselves and our values to potential employees. In this context we will enhance communication of our achievements and successes, which have a positive impact in local communities. Recognising this, we have commenced engagement with third-level institutions to explore synergies between colleges and our workplace opportunities and are also engaged in a promotional video featuring our employees.



### Supporting

Kildare County Council will support our people in their local government career. This may include, for example, mentoring for potential leaders. We will support our employees so that they may grow personally and professionally and be well positioned in their careers.

We also support our people to maintain a healthy work-life balance, offering many supports, for example, Blended Working arrangements, Work Sharing, Shorter Working Year, Parental Leave, Force Majeure Leave and Carer's Leave.

Under the Work Life Balance and Miscellaneous Provisions Act 2023 we support those with caring responsibilities with leave for medical care purposes and domestic violence leave.

Through our social club and other supports, we encourage positive relationships amongst our staff.



### Wellbeing

In 2024 our Senior Management adopted the Council's first Wellbeing Strategy, building on previous work by the Council's Health & Safety Team. To support this Strategy, we intend developing a specialist Wellbeing Officer role. We will continue to develop our Wellbeing Programme to raise awareness and improve the wellbeing of our employees under 4 pillars – Mental, Physical, Social and Financial Wellbeing.

Over 500 women are employed by Kildare County Council: over 45% of our workforce.

Our recently approved Menopause in the Workplace Policy, is another step in our efforts to support our employees, embed a culture of dignity, respect and inclusivity in the workplace and promote gender equality.



### Innovation, Learning and Development

In keeping with the Public Service Transformation Framework we need to be professional, agile and innovative. Investing in our people enables them to be and do their best. We support Continuous Professional Development (CPD) and continuous learning and innovation. With all sectors facing recruitment challenges, we need more than ever to promote up-skilling, cross-skilling, professionalism, innovation and flexibility.

In 2024, we adopted a Mobility Policy to guide people wishing to change roles.

Our dedicated Innovation Team uses a range of tools to enhance work processes, in collaboration with staff, using Lean Sigma, Digitization and innovative IT applications.



### Communication

Ensuring effective two-way communication within all teams is critical to success. In addition to day-to-day communication and regular team meetings, we continue to explore alternative ways to engage with our people, including through The Pulse (our staff e-zine) and the Konnect App.

Management and union representatives continue to work in a spirit of co-operation and trust through regular engagement, and working collaboratively and proactively to promote a positive workplace.



### Diversity and Inclusion

We 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 will support 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.



### Health & Safety

We are fully committed to continuing to ensure a healthy and safe place to work. Health and Safety is a standing item on the Senior Management Team's bi-monthly meetings. Senior managers are provided with targeted 'meet and greets', engaging with front line staff and listening to issues. Our proactive Health and Safety Team runs a wide range of events, with their programme featuring free and confidential medical check-ups, free vaccinations, and an annual health and safety conference covering a range of issues including matters such as stress, exercise, sleep, cancer, menopause, etc.



### Performance Management

We understand that performance management is not just about mid-year and end of year reviews but is as much about regular communication between line managers and team members. These conversations and PMDS identify learning and development needs, so that employees have the capabilities to do their job and receive fair, regular and constructive feedback – turning areas of development into areas of strength.

In 2025 our performance management system will be developed into a new ePMDS system.

# 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

# United Nations Sustainable Development Goals

*Our strategic goals set out an ambition that the County is and can continue to be an inclusive and economically sustainable, climate resilient and liveable County, confirming high level symmetries between the UN SDGs and our Corporate Plan.*

The **2030 Agenda for Sustainable Development** was adopted by the United Nations in 2015. At the Agenda's core are 17 Sustainable Development Goals (SDGs).

Agenda 2030 sets a global policy framework, which guides policymaking at EU and National levels, in turn influencing local authority activities.

Many strategic objectives implemented by Kildare County Council are aligned, to different degrees, with the United Nations SDGs. These alignments are evident in recent strategic plans.



Informing the Corporate Plan

# Public Sector Duty



Most recently, [Kildare County Council's Climate Action Plan 2024-2029](#) mapped actions proposed in Chapter 4 (for the County) and Chapter 5 (for Maynooth Decarbonizing Zone) against the SDGs.

The County's [Local Economic and Community Plan 2024-2029](#) maps that plan's high-level goals with the UN SDGs.

The Corporate Plan serves as the strategic framework for action, linking policy, the organisation, operational activity, governance and performance. To embed the SDGs operationally, the Corporate Plan shows SDG alignment with our strategic goals.

A planned future Corporate Plan reporting dashboard will meaningfully show this Council's contribution to Agenda 2030, through mapping the linkages between the UN SDGs and our local performance indicators.

This will further engage our stakeholders and staff around the relevance of the UN SDGs.

At national level, the Central Statistics Office has published reports on UN SDG indicators data for Ireland: [www.cso.ie/en/statistics/unsustainabledevelopmentgoals](https://www.cso.ie/en/statistics/unsustainabledevelopmentgoals)

The baseline Census 2022 Profile for County Kildare, published in 2024, and available [here](#), will, when updated after the next census (planned for 2027), also indicate, at a macro level, the delivery status of Agenda 2030.

For more information, see the United Nations Sustainable Development Goals web site (<https://www.un.org/sustainabledevelopment>)

The content of this publication has not been approved by the United Nations and does not reflect the views of the United Nations or its officials or Member States.



Strategic objective 2 of the [2nd National Implementation Plan for the UN SDGs](#) calls for integration of the SDGs into Local Authority work to support localisation of the SDGs.

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 IHREC recommends a three-step approach to implementing the PSD.



## Assess

To meet its responsibilities under the PSD, Kildare County Council used the Information Booklet “Implementing the Public Sector Duty in Local Authority Corporate Plans” produced by the Irish Human Rights and Equality Commission (IHREC).

Following this Guidance a proactive approach to consultation was taken, with dedicated consultation workshops facilitated by the Council and tailored consultation materials for relevant groups.

The outcomes of the consultation workshops have informed the mission statement, values and objectives of this Plan, and are set out in Appendix 2 – Consultation Report.

In addition, parallel to the Plan-making process, Kildare County Council has produced a Public Sector Duty Implementation Framework, incorporating an assessment of the human rights and equality issues in the county.



Access Strategy Launch 2021

## Address

Kildare County Council recognises that the PSD is an ongoing obligation. Therefore, our Implementation Framework, delivered in parallel to our Plan-making process, provides a delivery mechanism, over the Corporate Plan’s lifetime.

Through the Framework we commit 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 PSD through a range of programmes and activities, a selection of which are set out below:

- Housing Adaptation: The adaptation grant provides necessary alterations required by older people and/or people with disabilities to ensure their houses meet their needs.
- Support to families in Traveller specific accommodation to access good quality residential standard mobile homes. This directly impacts on the quality of life of the family and has improved the living conditions on sites throughout the county.
- Shop Front Grant Scheme, which includes accessibility works.
- The Arts in Health programme with support provided for Past Time Community Choir and Voices of Spring Choir for older people.
- Heritage and Community grants for a wide variety of groups, including Irish Wheelchair Association, Hangout Club, Men’s Sheds.
- Community supports for local authority housing tenants, and resident’s groups.
- Community Age Friendly Programme.
- Educational Bursary for the Disabled.
- Libraries’ Toys, Technology and Training (TTT) programme, STEM and parenting talks programmes.
- Kildare Sports Partnership operates a range of programmes including Sports Inclusion Disability and Older Adults programmes.



# In Your Words

## Consultation Summary

Actions to advance PSD priorities will be detailed in the Annual Service Delivery Plan. Our **implementation strategy** commits us to forming a PSD Steering Committee within the Council, to:

- **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.
- **Implement** an Action Plan covering Awareness, Employment/Recruitment, Service Delivery, Policy Making, Implementation.
- Act as **champions** for the duty across the organisation, bringing it back into the different sections, explaining the requirements and potential of the duty, and addressing any concerns about the duty.
- **Identify** appropriate timelines across the organisation for implementing the duty in terms of the development or review of plans, programmes or policies.
- **Support** an effective communication strategy in accessible language.
- **Ensure** actions are led within sections and incorporated in the Annual Service Delivery Plan.
- **Endeavour** to work on an evidence-basis and to engage with key stakeholders where necessary and/or appropriate.

### Report

Kildare County Council will include achievement regarding delivery of the Public Sector Duty Action Plan, in our Annual Report, and will publish related press releases and updates to our elected members.

The aim of our consultation was to capture people's perceptions of the strengths, challenges, opportunities and threats for the County and the Council, to inform the Plan. Also captured were people's priorities for the mission, values, and objectives necessary to ensure the Plan meets their concerns.

To facilitate consultation, submissions were accepted to a dedicated email address, in writing to the Corporate Services Department or online on our consultation portal.

To further ensure our Plan was well-informed but also inclusive and reflective of the diverse perspectives of our community, we also conducted workshops, as well as circulating surveys, following recommendations related to the Public Sector Duty.

### Consultation Process

At the Full Council meeting of 29 July 2024, the elected members noted the commencement of public consultation for the making of a new Corporate Plan.

Consultation took place from July 30, 2024, until September 16, 2024, and included:

- [Bi-lingual press release](#) circulated to all elected members and Oireachtas representatives.
- Bi-lingual press release issued to all our media contacts.
- Publication on our [consultation website](#), and the [Council's website](#) and circulation of a Corporate Plan survey to all staff.
- Notices published at Áras Chill Dara and other public buildings.
- Notification of consultation to Local Community Development Committee.
- Notification of commencement of consultation to outgoing sectoral Strategic Policy Committee representatives.
- Social media messages throughout the consultation period in English and Irish, including through the PPN (this network has over 700 registered community groups).
- Bilingual advertisements in local newspapers - Leinster Leader, The Nationalist, Liffey Champion.
- Bilingual Radio adverts on local radio KFM.

In addition, the consultation process included an assessment of key recent policy documents such as the Local Economic and Community Plan, Climate Action Plan and the County Development Plan. These plans also incorporate views expressed in consultation, offering a further opportunity to consider relevant issues.

*A more detailed Consultation Report, including summary feedback from workshops and surveys is set out in Appendix 2 of this Plan.*



# 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.

Head Office Áras Chill  
Dara Naas, Co.Kildare



# 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**



# Supporting Strategies



## Climate Action and Resilience, Energy and Environmental Protection

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

1. Show leadership in implementing the County Kildare Climate Action Plan.
2. Ensure continued robust enforcement, licensing, certification and regulation in environmental protection and planning enforcement to manage and protect the built and natural environment.
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.
4. Mobilise climate action and environmental protection in local communities through increasing climate literacy, capacity building, policy and financial support.
5. Implement Just Transition to address inequalities in implementing climate action.
6. Align objectives and actions for climate, water and biodiversity within our work programmes to maximise efficiency from existing resources and collaborate with other local authorities to encourage climate action initiatives.
7. Promote and support farmers in diversifying to lower carbon agricultural activities, whilst retaining the economic performance of the agriculture sector in Kildare.
8. Support implementation and priorities of the National Waste Management Plan for a Circular Economy 2024-2030.
9. 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.
10. Continue to secure, promote awareness of and administer funding that ensures the appropriate protection of the County's built, natural and cultural heritage.
11. Oversee responsive and coordinated severe weather and major emergency services, in collaboration with partner agencies, including civil defence.
12. Expand the alignment of our plans and objectives with the United Nations Sustainable Development Goals and report on delivery.
13. Develop and implement a countywide Green Infrastructure Strategy and Biodiversity Action Plans.
14. Continue to implement our programme of maintenance of amenity and recreation space in a way that supports climate action and biodiversity protection.



## 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.*

1. Support renewable electricity generation, transmission and use in line with national and regional policy including the Electricity Storage Policy Framework
2. Drive innovation in the Maynooth Decarbonisation Zone2 and explore the extension of new low-carbon projects to other towns and villages.
3. 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.
4. 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
5. Continue to support Sustainable Energy Communities (SECs) in the preparation of energy masterplans and in the delivery of infrastructure and services
6. Secure funding under Just Transition to accelerate clean energy transition and diversify the supply of energy with clean and affordable energy sources
7. Implement ISO50001 Energy Management Systems across our highest energy demand buildings.



## Housing Solutions and Supports

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

1. Deliver social and affordable housing in Kildare in line with the national objectives of Housing for All – a New Housing Plan for Ireland, or any subsequent programme.
2. To 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.
3. Facilitate access to social housing, and other supports, where applicants have demonstrated eligibility with the necessary criteria.
4. Through collaboration with agency partners, implement the Mid-East Regional Homelessness Action Plan and provide services and facilities that respond to homelessness and to provide supports enabling people to sustain their tenancies.
5. Seek to minimise vacancy levels and improve the quality of our housing stock through effective monitoring and ongoing repair/refurbishment of properties.
6. In partnership with the Kildare Housing and Disability Forum, implement Kildare's Strategic Plan for Housing People with a Disability.
7. Deliver, or support Approved Housing Bodies to deliver Age Friendly housing.
8. Implement the right sizing policy as outlined in the Allocation Scheme for the Provision of Social Housing Support
9. Continue to progress a programme of improvements to our housing stock under the Energy Efficiency Retrofit Programme, in support of our Climate Action Plan.
10. Implement Kildare County Council's Anti-Social Behaviour Policy and Estate Management Strategy
11. Support Tusla's Aftercare Steering Group to assist coordinated responses for vulnerable younger people.
12. Monitor private rented accommodation through inspections in line with targets set by the Department of Housing, Local Government and Heritage.



## 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.*

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.
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.
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. Plan for the needs of our growing population by identifying strategic sites and supporting sufficient supplies of zoned serviced land to deliver sustainable communities.
5. 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.
6. To 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.
7. 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. This involves working with relevant stakeholders to deliver schemes in accordance with international, European, national and regional sustainable mobility policies.
8. Promote the development and use of the Greenways/Blueways/ Peatways and their surrounding towns/villages to support employment, tourism, sustainable travel and healthy lifestyles.
9. To manage, maintain and improve road infrastructure, enhancing sustainability and safety across the road network
10. Support the National Digital Strategy and our local economy by enabling high quality broadband and telecommunications infrastructure and digital inclusion.
11. Support the implementation of the Eastern & Midland Regional Assembly Regional Spatial and Economic Strategy 2019 to 2031
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.
13. Actively plan for educational needs across the County from pre-school to third level education, in collaboration with relevant Government Departments.
14. Collaborate with our stakeholders and partner agencies to progress delivery of a range of universally accessible, multi-use and inclusive social facilities.



## Economy and Employment

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

15. To 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.
  16. To support the development and upgrading of our libraries and grow their role as key facilitators of community, arts, educational, social and cultural activities.
  17. Facilitate Uisce Eireann in their delivery of significant capital investments in the County.
  18. Support the Water Action Plan 2024 - A River Basin Management Plan for Ireland and the Multi Annual Rural Water Programme
  19. Facilitate the delivery of OPW Flood Risk Management Plans
  20. Operate an effective and efficient Building Control service that supports the provision of a quality, safe and sustainable built environment
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.
  2. To 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.
  3. To facilitate and support the expansion and sustainment of the retail offering in County Kildare.
  4. To 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. To 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.
  6. To encourage and support businesses across Kildare to become more accessible and proactively employ groups who experience challenges to engage in the labour force
  7. To 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.
  8. To encourage and support businesses to become more accessible and proactively employ groups experiencing challenges engaging in the labour force
  9. To increase the competitiveness and productivity of small and micro enterprises and support the ambition of local businesses to scale and compete internationally.
  10. To encourage and support upskilling, job mobility and enterprise creation management.
  11. Work with Kildare Fáilte, Fáilte Ireland, other relevant agencies and the business sector to strengthen the County Kildare tourism brand (Ireland's Ancient East & Thoroughbred County) and recreation offerings, including building on existing infrastructure and promotion of Greenways, Peatways and Blueways
  12. Continue to develop and sustain innovative entrepreneurial developments such as the Mid- East Regional Innovation Think Space (Naas), Equine Hub (National Stud, Kildare), Food & Innovation Hub (Athy), and Textile Hub (Monasterevin), and pursue new funding opportunities for their development.



## Town and Village Regeneration

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

1. To 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.
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.
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.
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.
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. 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.
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.
8. Facilitate and promote excellence in urban design that creates a high-quality public realm and enables a transition from car-based transport.
9. Maximise the potential of our communities through innovative rural regeneration practices, developing our rural areas aligning with the needs of the community.
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.
11. Support the sustainable development of Greenways and Blueways providing linkages between walking and cycling routes.



## 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.*

1. Lead the implementation of the Local Economic and Community Plan (LECP) 2024 – 2029, in partnership with other community and economic stakeholders.
2. To 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 and other targeted programmes. This will develop local leadership, ownership, inclusion and a sense of pride and belonging in local communities.
3. Support and encourage volunteering in our community and recognise its contribution to the quality of life of everyone.
4. Drive the implementation 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.
5. To 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.
6. 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. 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.
8. 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 key agencies.
9. Work with Kildare Children and Young People's Service Committee to support implementation of the new Children and Young Peoples Plan.
10. Through our Library and Arts Service support, engage and integrate our diverse society, through lifelong learning, creativity and innovation and empower and inspire by providing universal access to knowledge and information, arts and culture.
11. 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.
12. 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.
13. Continue our ongoing commitment to promote equality and protect the human rights of staff and service users through implementing the Public Sector Duty.

14. Continue to ensure public safety and protection of infrastructure through an effective fire service.
15. Collaborate with state services and communities through the Local Community Safety Partnership (LCSP) to deliver safer communities in Kildare.
16. To facilitate the provision of recreation, sports and open space facilities in the County
17. 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.
18. To 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.
19. Promote and develop “Brigid – Spirit of Kildare” to promote cultural inclusion, identity and support 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. These values remain relevant and resonate strongly in today’s world, offering a cultural experience that goes beyond celebration to foster community, creativity, and a meaningful legacy

8. Utilise Cloud enabled services, ICT applications, GIS, eGovernment initiatives including, where appropriate, artificial intelligence, to improve efficiency and make it easier for customers to access services and information.
9. Continue to drive a culture of innovation and impactful change projects that enhance the users experience of our services and facilities.
10. Continue to resource and implement cyber security measures and staff awareness to mitigate related risks.
11. Continue to support the rollout of the Local Government Digital and ICT Strategy
12. Review and improve our communications channels to deliver timely and useful information that makes it easier for customers to access services.
13. Improve visibility and awareness of the Council by effectively promoting our role and achievements in the delivery of projects and services and providing enhanced engagement opportunities.
14. 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.
15. Continue to develop and enhance Property Management to encompass land management, facilities management, and corporate advice on property leasing/acquisitions and related issues.
16. Implement the Corporate Procurement Plan to ensure value for money and procurement compliance across the organisation through training, monitoring and controls using our Financial Management System.
17. Establish a Corporate Projects Governance Committee to provide oversight on key projects, procurement, timeline appraisals and value for money checks.
18. Continue to embed the Local Government Code of Governance within the organisation as part of the system of Corporate Risk Management.
19. Prepare the statutory revenue budget, 3-year Capital Investment Plan and Annual Financial Statement to support the delivery of the Corporate Plan.
20. Continue to develop and enhance the Council’s debt management.



### 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.*

1. 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.
2. Develop initiatives to ensure that Kildare County Council is a great place to work, including the implementation of our People Strategy and Well-Being Strategy.
3. Continue to innovate and adopt new ways to promote our organisation as an employer of choice to recruit and retain suitable staff.
4. Continue to promote and oversee a working environment that is safe, supportive, accessible and healthy for all.
5. Support local democracy by assisting the role of elected members and by growing voter registration.
6. Promote collaboration and knowledge-sharing across local government and key organisations, in seeking synergies and operational efficiencies.
7. Develop improved organisation-wide data analysis, and indicator reporting for better management insights and targeted service efficiencies.

# Delivering this Plan

## Governance, Implementation, Reporting

### Code of Corporate Governance for Local Authorities

The Code of Corporate Governance for Local Authorities, published in July 2024, includes seven principles underpinning governance structures and culture, the implementation of which supports public confidence regarding our activities.

Many of the provisions of the Code are already in operation and new provisions will be implemented during 2025.



Good governance means focusing on the purpose of the authority, on outcomes that deliver sustainable economic, community and wider societal benefits and on implementing a vision from the local authority

Good governance means promoting and demonstrating public service values through upholding high standards of conduct and behaviour

Good governance means members and officials working together to achieve a common purpose within a framework of clearly defined functions and roles

Good governance means developing the organisational capacity and the leadership capability and competencies of members and officials to operate effectively and fulfil the purpose of the organisation

Good governance means taking well informed and transparent decisions and managing risks and performance

Good governance means engaging openly and comprehensively with local people, citizens and other stakeholders to ensure robust public accountability

Good governance means actively contributing to the furtherance and achievement of the Sustainable Development Goals by delivering on the priorities and actions within the Climate Action Plan and the provisions of the Climate Act

# Making it Happen

Maynooth, Co. Kildare

## Performance Management Framework



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.

### Monitoring and reporting

**Good governance means focussing on the purpose of the authority, on outcomes that deliver sustainable economic, community and wider societal benefits and on implementing a vision from the local authority**

The Corporate Plan outlines known priorities and challenges. The past five years, including Brexit, the Covid-19 pandemic, and global conflicts, show that priorities can change radically. In this environment, to maintain resilience and flexibility, regular and robust monitoring and reporting of performance is essential. Regular reports on delivery of corporate objectives are prepared at all organisational levels.

The Council also reports on other key plans such as the Local Economic and Community Plan, Climate Action Plan, and County Development Plan, and 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.

Our performance in relation to the [National Oversight and Audit Commission](#) sectoral Performance Indicators (baseline year 2023) is set out in Appendix 4 of this Plan.

The Council will also publish local indicators (for 2024 as a baseline year) in our 2025 Annual Service Delivery Plan. These indicators will be aligned to the United Nations Sustainable Development Goals, facilitating reporting on our delivery of corporate objectives *and* the UN SDGs.

### Public Service Values

**Good governance means promoting and demonstrating public service values through upholding high standards of conduct and behaviour**

Our Corporate values are set out in this Plan and upholding high standards of behaviour are vital to ensure public trust and a fit for purpose culture.

Upon election, members receive a copy of the [Code of Conduct for Councillors](#), and a briefing on compliance with the Code. The Council also has in place a protocol for [complaints about Councillors](#).

Similarly, as part of their induction, staff members receive the [Code of Conduct for Employees](#). There is also a [Customer Service Complaints Process](#), which adheres to the Model Complaints process of the Office of the Ombudsman. In addition our [Customer Charter and Action Plan](#) set out standards of customer service.

Codes of Conduct are underpinned by a public register of declarable interests, managed by the Council's Ethics Officer.

In addition, there is an [Anti-Fraud and Anti-Corruption Policy](#) in place to prevent and deter fraud and corruption.

Processes and information in the areas of Ethics, Protected Disclosures and Lobbying are published on the [Governance and Compliance](#) part of our website.

## Elected Members, collaboration and capacity building

Good governance means members and officials working together to achieve a common purpose within a framework of clearly defined functions and roles

Good governance means developing the organisational capacity and the leadership capability and competencies of members and officials to operate effectively and fulfil the purpose of the organisation

While elected members and officials work to achieve a common purpose of improving the lives of everyone, we do so within a framework of defined roles.

Our elected members play an essential role in overseeing the accountability of the organisation in meeting objectives and progressing statutory plans and projects.

Every month decisions are taken at public meetings of the Council and at Municipal District Committees. More information on these meetings is [available online](#).

Standing Orders exist to assist members in efficient and ethical operation of their meetings. To further support transparency and accountability, during 2024, this Council commenced live streaming of its monthly meeting of the Council.

The Policy development role of elected members and sectoral interests are reflected in participation in our Strategic Policy Committees (SPC). More information on these Committees is available [online](#).

The Council has in place a Members' Service Unit, aiding our 40 elected members regarding all aspects of Full Council and Municipal District meetings. The Unit also assists with attendance at conferences, training and enquiries relating to their role.

In addition, bodies such as the Association of Irish Local Government (AILG) and Local Authority Members Association (LAMA), support elected members through policy research, education, and training.

Our Management Team also participated in the induction programme provided to newly elected members, following the local elections in June 2024.

An online Members' Representation Portal has been launched in 2024 to enable members to submit representations and to track the progress of their cases.



**90+**  
statutory meetings,  
including monthly meetings  
of Municipal Districts and of  
the Council

### Our Strategic Policy Committees (SPC)



Climate  
Action



Environment and  
Water Services



Planning, Enterprise,  
Economic  
Development



Housing and  
Regeneration



Local Community,  
Culture and  
Integration



Transport, Mobility  
and Open Spaces

Details of elected members and their contact information is on the [Council's website](#).

Through our extremely active Digital Services Section and Innovation Team we will continue to explore innovations that support service access, engagement and efficiency, including collaborations and deployment of shared service solutions with other local authorities, whilst continuing investment to ensure cyber security. We will also continue to build staff confidence and competence through pilot innovation projects and expansion of tools such as Lean Six Sigma.

To further maintain staff performance and support their development, an online Performance Management and Development system is being rolled out during 2025. Further information regarding capacity building for our staff is contained in the Section "Capacity, Costs and People".

## Managing Risk and Performance

Good governance means taking well informed and transparent decisions and managing risks and performance

The organisation is accountable through our governance framework.

Our Internal Audit and Corporate Governance Unit is an independent and objective appraisal function established to provide a service to the organisation through review of internal control systems. All the Council's activities fall within the remit of Internal Audit. The scope of internal auditing encompasses, but is not limited to, examination and evaluation as to the adequacy and effectiveness of the Council's governance, risk management and internal control processes.

Internal Audit reports both internally and to the Audit Committee.

[Kildare County Council's Audit Committee](#) comprises seven members, including four external members, and three serving Councillors. The Chair of the Committee is one of the external members. The audit committee meets at least four times each year and issues an annual report that is presented to Council.

The Local Government Audit Service from the Department of Housing, Local Government and Heritage is responsible for the Council's External Audit. Internal Audit maintains an ongoing liaison with this service. The Local Government Auditor is required to meet the Audit Committee each year to present and discuss the statutory audit report on the Annual Financial Statements (AFS).

Our AFS and statutory audit report is [published online](#).

Risk management within the organisation is dynamic, ensuring impediments to delivery are identified and mitigated. Risk Registers at Directorate and organisational levels are reviewed regularly and controls assessed.

The Council annually reports on compliance with the [Public Spending Code](#) through Quality Assurance Reports provided to NOAC.

Our Procurement Unit offers advice, oversight, and reporting on procurement of goods and services through our Procurement Plan, including Green Procurement.

Since 2019, the organisation has increased investment in safeguarding, managing, acquiring and disposing of assets, through an expanded Property Management Unit.

Our strategic decision making increasingly relies on ever expanding datasets, not least the [expansive analysis of Census 2022](#), through our collaboration with the All-Island Research Observatory at Maynooth University.

Kildare County Council has also expanded its published open datasets on [www.data.kildarecoco.ie](http://www.data.kildarecoco.ie).

## Engagement and Accountability

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

Good governance involves engaging openly with stakeholders to ensure accountability and transparency.

To ensure the public are aware of decisions taken by their elected members and plans implemented by the Council, all minutes of Municipal District, Full Council and Strategic Policy Committees are published [online](#).

Our elected members engage with stakeholders in many ways, including through membership of many other committees reflecting the priorities of the community. The appointment of elected members occurs in a transparent manner, in line with local government legislation, at public statutory meetings. In terms of further accountability, members appointed report on activities to the Full Council meeting. Details of these committees is available [online](#).

Accountability requirements are also met through our obligations related to the Local Government Audit Service and the Audit Committee, as set out earlier.

Kildare County Council reports to the [National Oversight and Audit Commission](#) (NOAC) annually on sectoral Performance Indicators (See Appendix 4) and continues to exceed reporting obligations by annual local indicator reporting, as part of the Annual Progress Report on the Corporate Plan.

To supplement traditional approaches to consultation, the Council introduced an online consultation platform in 2020, witnessing the scale of engagement increase.

As further evidence of our innovative, accessible community engagement, our Podcast series “Understanding Kildare’s County Development Plan”, won the Communications Award at the Chambers Ireland 2022 [Excellence in Local Government Awards](#). At the 2023 Awards, Kildare County Council won the Municipal District Initiative Award for our Wellbeing Roadshow, in partnership with Kildare West Wicklow IFA.

We actively collaborate in innovations at sectoral level, through agencies such as the Local Government Management Agency (LGMA) and acted in 2022 as a pilot site in enabling online voter registration on ChecktheRegister.ie. and, in 2024, as pilot for development of a voting app for elected members’ use at Council meetings.

We will continue to engage with the Public Participation Network (PPN), a vital connection between the organisation and over 700 groups in areas such as Social Inclusion, Environmental and Community and Voluntary Sectors within Kildare.

Finally, our Local Community Development Committee (LCDC) is reflective of the Council and key local community interests, bodies, statutory and development agencies, and we will continue to collaborate through the LCDC to implement a joined up, cross-sectoral approach to local and community development programming, particularly targeting the most excluded.

## Embedding Climate Action and Sustainability

**Good governance means actively contributing to the furtherance and achievement of the Sustainable Development Goals by delivering on the priorities and actions within the Climate Action Plan and the provisions of the Climate Act**

Kildare County Council recognises that good governance prioritises climate action, to equip us to deliver for future generations.

This local authority takes its leadership role in Climate Action seriously, as Lead Authority for the Eastern and Midland Climate Action Regional Office.

The urgency of climate change requires all of society and all of sector action in areas such as renewable energy, public lighting, fleet management, retrofit of properties, district heating, sustainable travel, nature-based solutions, flood resilience as well as building community capacity, education, engagement and collaboration.

The Council has prepared our [Climate Action Plan 2024- 2029](#) to create a low carbon and climate resilient County.

More information on alignment and reporting of the UN SDGs is set out in the Corporate Plan.







# Appendices

St. Conleth's Cedral Park,  
Newbridge, Co. Kildare

# Appendix 1

## Your Elected Members and Municipal Districts

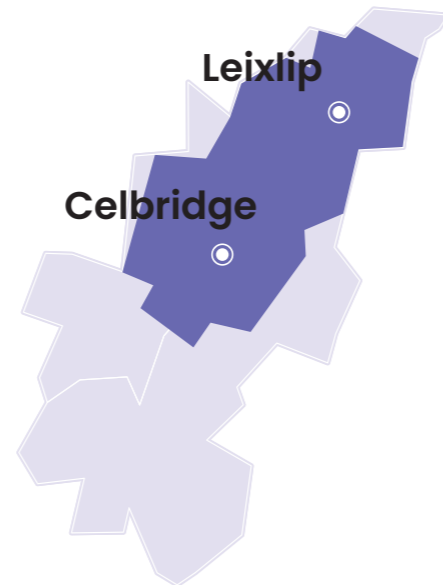
### Municipal District: Athy

- |  |                                   |
|--|-----------------------------------|
| <b>Veralouise Behan</b><br>Fianna Fáil | <b>Ivan Keatley</b><br>Fine Gael  |
| <b>Aoife Breslin</b><br>Labour Party   | <b>Mark Leigh</b><br>Labour Party |
| <b>Brian Dooley</b><br>Fianna Fáil     |                                   |



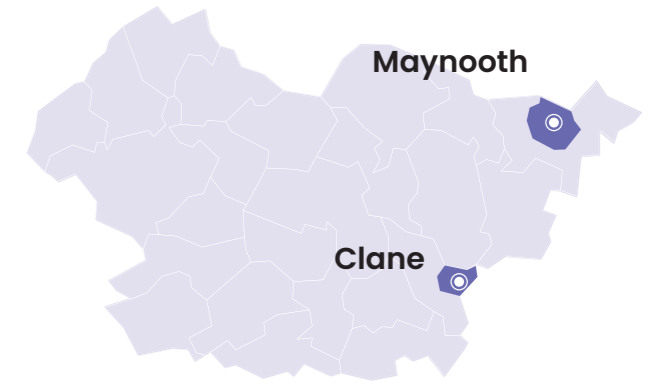
### Municipal District: Celbridge-Leixlip

- |  |  |
|--|--|
| <b>Bernard Caldwell</b><br>Fianna Fail   | <b>Claire O'Rourke</b><br>Social Democrats |
| <b>Rupert Heather</b><br>Labour          | <b>Lumi Panaite Fahey</b><br>Fine Gael     |
| <b>Nuala Killeen</b><br>Social Democrats | <b>David Trost</b><br>Fianna Fáil          |
| <b>Joe Neville</b><br>Fine Gael          |  |



### Municipal District: Clane-Maynooth

- |   |  |
|---|--|
| <b>Tim Durkan</b><br>Fine Gael            | <b>Padraig McEvoy</b><br>Non-Party       |
| <b>William Durkan</b><br>Fine Gael        | <b>Peter Melrose</b><br>Social Democrats |
| <b>Aidan Farrelly</b><br>Social Democrats | <b>Naoise Ó Cearúil</b><br>Fianna Fail   |
| <b>Angela Feeney</b><br>Labour Party      | <b>Paul Ward</b><br>Fianna Fail          |
| <b>Daragh Fitzpatrick</b><br>Fianna Fail  | <b>Brendan Wyse</b><br>Fine Gael         |



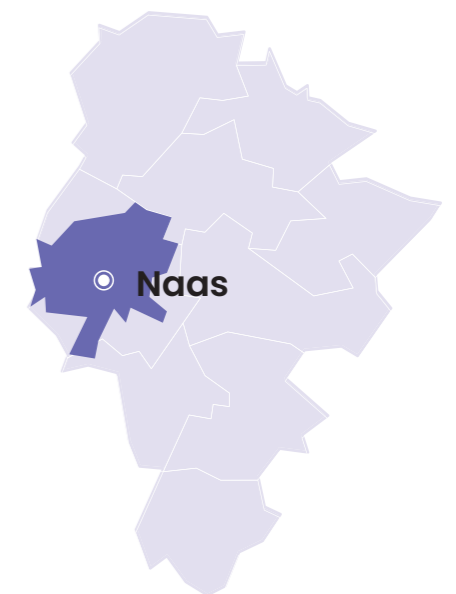
### Municipal District: Kildare-Newbridge

- |                                      |  |
|--------------------------------------|--|
| <b>Pat Balfe</b><br>Social Democrats | <b>Tracey O'Dwyer</b><br>Fine Gael         |
| <b>Suzanne Doyle</b><br>Fianna Fail  | <b>Brian O'Loughlin</b><br>Fianna Fáil     |
| <b>Kevin Duffy</b><br>Fine Gael      | <b>Chris Pender</b><br>Social Democrats    |
| <b>Noel Heavey</b><br>Fianna Fail    | <b>Robert Power</b><br>Fianna Fail         |
| <b>Tom McDonnell</b><br>Non-Party    | <b>Shónagh Ní Raghallaigh</b><br>Sinn Féin |
| <b>Peggy O'Dwyer</b><br>Fine Gael    |  |



### Municipal District: Naas

- |   |                                    |
|---|------------------------------------|
| <b>Anne Breen</b><br>Labour             | <b>Carmel Kelly</b><br>Fianna Fáil |
| <b>Fintan Brett</b><br>Fine Gael        | <b>Seamie Moore</b><br>Non-Party   |
| <b>Bill Clear</b><br>Non - Party        | <b>Evie Sammon</b><br>Fine Gael    |
| <b>Ger Dunne</b><br>Independent Ireland |                                    |



# Appendix 2

## Consultation Report

To ensure our Plan was well-informed but also inclusive and reflective of the diverse perspectives of our community, we conducted in-person workshops with the groups below, following recommendations related to the Public Sector Duty by the Irish Human Rights and Equality Commission (IHREC).

### Consultation Workshops



### In your Words – Compelling Quotations from our Workshops

**Young people are community members** in their own right

The Council needs to **better promote the positive** things they do, stop people focusing on the negatives

More **spaces** are needed for **young** people to gather and **“just be”**

Lack of **space** for **music, creativity** and **arts for younger** people across the County

The Council needs to better tell us **what they spend our money** on

There is **positive and growing engagement** and **collaboration** by the Council

A **lack of certainty around funding** makes it difficult to plan for the future

**Access** and **inclusion** need to be **“woven and stitched”** into every plan

**Accessibility and inclusion** are a right

**Transport** still is not being looked at **as a “whole of journey”** approach

TTT programme in our **libraries** is **very positive**

**Older** people are **missing out on information**. Too much reliance on online.

We need to be **enabled to live independently** but still as part of a community

The **mobile library** is an **essential** point of **contact for older people**, more things like this are needed

## Key themes from consultation workshops

### Access and Inclusion

Ensure that accessibility and inclusion are integrated into every plan, recognising them as fundamental rights.

Promote cohesion and collaboration across departments to enhance joined-up thinking, especially in project delivery.

### Customer Service and Communication

Improve customer service by ensuring follow-up when issues are resolved or works completed.

Enhance communication and engagement with the public, using youth-friendly language and methods to make it easier for people to understand and access Council services.

### Youth and Community Spaces

Prioritise development accessible playgrounds and teen hangout spaces, ensuring they are inclusive and meet the needs of young people.

Increase funding and focus on youth centres, making them accessible and dedicated to young people, including a focus on spaces for creativity.

### Transport and Infrastructure

Facilitate a whole-of-journey approach to transport, addressing lack of footpaths, cycle lanes, and public lighting that create issues using sustainable travel approaches

Work with agencies to improve public transport connectivity and enhance bus shelters to make them more practical.

### Housing and related services

Maintain a focus on providing appropriate housing, addressing homelessness, and improving upkeep of social housing estates.

Develop more options for older persons to allow them to live independently in the community.

### Environmental Concerns

Balance the increase in housing with protection of nature and minimising biodiversity loss.

Provide more bins and litter monitoring throughout towns to reduce littering.

### Funding and Resources

Address funding challenges for existing projects and groups to ensure the delivery of services and initiatives.

Provide certainty around funding to facilitate better planning for the future and improve staff retention.



## Overall Consultation Themes

### Sustainability and Environmental Preservation

A strong emphasis on creating a sustainable future, focusing on environmental preservation, climate resilience, and sustainable development.

### Inclusivity and Social Equality

Promoting equality, diversity, and social inclusivity, aiming to create a welcoming and supportive community for everyone.

### Innovation and Continuous Improvement

Encouraging creativity, forward-thinking solutions, and continuous improvement to drive progress and efficiency.

### Transparency and Accountability

Ensuring open, honest, and accountable governance to build trust and foster community engagement.

### Accessibility and Infrastructure

Providing accessible services and infrastructure to meet the needs of everyone, regardless of their abilities or backgrounds.

### Community Engagement and Collaboration

Fostering strong partnerships and working together with the community, businesses, and other stakeholders to achieve common goals.

### Quality of Life

Enhancing quality of life for all people by delivering efficient infrastructure and services.

### Economic Development

Supporting the local economy and ensuring effective management of resources and assets to foster a vibrant county.

Consultation Workshops

Q1. What vision statement best describes your views on the future of the County



Q2. What mission statement, in your view, best summarises the aims and values of the Council, as an organisation?



Q3. In your opinion, what are the top 6 values Kildare County Council should pursue?



Q4. What in your view are the top 5 Strengths for the County and/or Kildare County Council as an organisation?





# Appendix 3

## Policies & Strategies

### National/EU

- A Roadmap for Social Inclusion: Ambitions, Goals and Commitments 2019-2025
- Better Public Services – Public Service Transformation 2030 Strategy Building Control Acts 1990 to 2020
- Building Regulations 1997 to 2024
- Building Control Regulations 1997 to 2022
- Climate Action Plan 2023 and Climate Action Plan 2024
- Climate Change Sectoral Adaptation Plan for Flood Risk Management 2019 – 2024
- Climate Action Sectoral Adaptation Plan for Built and Archaeological Heritage
- Climate and Low Carbon Development (Amendment) Act 2021
- Code of Practice for Inspecting and Certifying Buildings and Works
- Community Climate Action Fund DCCAE: National Cyber Security Strategy
- Connect Government 2030, March 2022 (A Digital and ICT Strategy for Ireland’s Public Service)
- Connecting Ireland Rural Mobility Plan
- Construction Products Regulation (EU) No 305/2011
- Culture and Creativity Strategies 2023-2027
- CycleConnects
- DCCAE: National Digital Strategy
- DEBI Innovation 2020
- Development Plans Guidelines for Planning Authorities (2022)
- DHLGH Data Strategy
- Digital for Good: Ireland’s Digital Inclusion Roadmap, August 2023
- Digital Single Market
- eGovernment Strategy
- Embracing Ireland’s Outdoors – National Outdoor Recreation Strategy 2023-2027
- Energy Performance of Buildings Directive (Council Directive 2010/31/EU)
- Energy Security in Ireland to 2030
- EU Biodiversity Strategy
- EU Birds Directive
- EU Energy Performance of Buildings Directive (EPBD) EU Renewable Energy Directive (2023/2413) EU Solar Energy Strategy (COM (2022)221)
- EU ‘Floods’ Directive
- EU Just Transition Plan for Ireland 2021-2027
- EU Good Practice for Market Surveillance
- EU Habitats Directive
- EU Strategy on Adaptation to Climate Change
- EC (Birds and Natural Habitats) Regulations 2011
- European Flood Awareness System (EFAS)
- European Union (Construction Products) Regulation (S.I. 225 of 2013, as amended)
- European Union (In-Building Physical Infrastructure for High-Speed Electronic Communications) Regulations 2023
- Electric Vehicle Charging Infrastructure Strategy 2022 to 2025 Flood Risk Management Plans and Maps produced under National CFRAM (Catchment)
- Flood Risk Assessment & Management) programme (floodinfo.ie)
- Get Ireland Active – National Physical Activity Plan for Ireland
- Groundwater Protection Response
- Guidelines for Inclusive Engagement in Local Planning and Decision Making (DRCD)
- Guidelines for the Local Authority Climate Action Plans
- Guidelines for New Emergency Accommodation (DHLGH, September 2022)
- Green Public Procurement Strategy 2024-2027
- Guidance on Appropriate Assessment for Planning Authorities National Parks & Wildlife Service (npws.ie).
- Guidelines on the Planning System and Flood Risk Management
- Healthy Ireland – A Framework for Improved Health and Wellbeing 2013 – 2025
- Heritage Ireland 2030
- Housing First National Implementation Plan 2022-2026
- Housing for All
- Housing for All Roadmap for increased adoption of MMC in public housing delivery
- Housing for All Modern Methods of Construction (MMC) Introductory Guide
- Housing for All guidance for design build housing contracts
- Housing Action Delivery Plans
- Housing Options for our Ageing Population policy (2019)
- Ireland’s National Energy and Climate Plan 2021 – 2030
- Ireland’s Road Haulage Strategy 2022-2031
- Local Economic and Community Plan Guidelines 2021 (DRCD)
- Major Emergency Management Framework 2006 (MEM)
- Marine Planning Policy Statement (to be adopted Q3 of 2019)
- Market Surveillance Regulation (EU) No. 2019/1020
- Market Surveillance of Construction Products Strategy
- Met Eireann strategic plan 2017-2027
- National Adaptation Framework
- National AI Strategy
- National Biodiversity Action Plan 2023 – 2030
- National Bioeconomy Action Plan 2023-2025
- National Broadband Plan
- National Clean Air Strategy
- National Cycle Network Plan
- National Landslide Database and Landslide Susceptibility Map
- National Development Plan
- National Disability Strategy
- National Energy and Climate Plan 2021 – 2030
- National Flood Forecasting and Warning Service
- National Implementation Plan for the SDGs 2022-2024
- National Heritage Plan – Heritage Ireland 2030
- National Housing Strategy for Disabled People 2022 – 2027 (NHSfDP)
- National Marine Planning Framework
- National Oversight and Audit Commission (NOAC) reports
- National Organic strategy 2024-2030 (Published Q2 2024)
- National Planning Framework 2040
- National Policy on Architecture 2022
- National Road EV Charging Plan 2024 to 2030
- National Skills Strategy
- National Social Enterprise Policy for Ireland 2019-2022
- National Sports Policy 2018-2027
- National Strategy on Domestic, Sexual and Gender-Based Violence
- National Sustainable Mobility Policy 2022-2030 and associated Action Plan 2022-2025
- National Swimming Strategy 2024-2027
- National Traveller and Roma Inclusion Strategy 2017-2021
- National Vacant Housing Reuse Strategy
- Nature and biodiversity – Library (europa.eu)

- Net Zero Industry Act
- OECD Skills Strategy Ireland: Assessment and Recommendations
- Open Data Strategy
- Our Public Service 2020 (with particular reference to actions relating to Public Participation Networks and Local Community Development Committees)
- Our Rural Futures
- People, Place and Policy – Growing Tourism to 2025 and the associated Tourism Action Plans
- Policy on Property Acquisition and Disposal
- Policy Statement on Geothermal Energy for a Circular Economy
- Policy Statement on Mineral Exploration and Mining
- Programme for Government: Our Shared Future
- Policing, Security and Community Safety Act 2024
- Project Ireland 2040
- Protocols on Transfer and Sharing of Property Assets
- Public Sector Energy Efficiency Strategy
- Public Service Apprenticeship Plan 2023
- Public Service Agreement 2024 – 2026
- Public Service Data Strategy
- Public Transport Accessibility Retrofit Programme
- Renewable Electricity Policy and Development Framework (REPDF)
- Renewable Transport Fuel Policy 2023–2025
- Report on Inter Departmental Group on National Coastal Change Management
- River Basin Management Plan for Ireland 2018–2021
- Road Safety Strategy 2021–2030
- Rural Development Policy 2020
- Sharing the Vision: A Mental Health Policy for Everyone 2020–2030
- SlainteCare | Right Care, Right Place Right Time
- Sraidainmneacha: Treoirfinte/Streetnames: Guidelines

- Strategic Emergency Management Framework 2017 (SEM)
- Strategy for the Future Development of National and Regional Greenways
- Strategy for World Heritage in Ireland 2024–2034 (public consultation ongoing)
- Statement on Petroleum Exploration and Production in Ireland
- Sustainable, Inclusive and Empowered Communities: A Five– Year Strategy to Support the Community and Voluntary Sectors in Ireland
- The Library is the Place: Information, Recreation, Inspiration National Public Library Strategy 2023–2027
- The National Language Strategy 2010–2030
- The National Oil Spill Contingency Plan
- The National Search and Rescue Plan
- Tourism Policy Framework
- Town Centre First
- United Nations Convention on the Rights of Persons with Disabilities (UNCRPD)
- Water Services Policy Statement 2024 – 2030
- Whole of Government Circular Economy Strategy 2022 – 2023
- Wind Energy Development Guidelines (WEDGS)
- Young Ireland: the National Policy Framework for Children and Young People 2023–2028
- Youth Homelessness Strategy 2023–2025

### Regional

- ERDF Operational Programmes 2021–2027
- Flood Risk Management Plans and Maps including relevant local plans
- Regional Spatial and Economic Strategies
- Regional Enterprise Plans
- Regional and Local EV Charging Network Plan 2024 to 2030 (published for public consultation May 2024)
- Greater Dublin Area Transport Strategy

### Local

- CCMA Delivering Effective Climate Action (DECA) Strategy 2030
- Code of Practice for Inspecting and Certifying Buildings and Works
- Community Safety Partnerships Strategic Plan
- Enforcement of Construction Products Regulation
- Enforcement of Energy Performance of Buildings Directive
- Enforcement of European Union (In–Building Physical Infrastructure for High–Speed Electronic Communications) Regulations 2023
- Enforcement of Market Surveillance Regulation, with respect to the marketing of construction products
- Framework for Building Control Authorities – Ensuring effective Building Control administration, inspections and enforcement
- Guidelines for Market Surveillance Authorities
- Local Enterprise Offices Policy Statement 2024 – 2030
- NTA Transport Strategy for the GDA 2022 –2042
- Strategic Noise Maps and Noise Action Plans under the Environmental Noise Directive S.I. 549/2018
- Local Children and Young People’s Services Committees (CYPSC)
- Advice Note to Local Authorities on Shared Micromobility Services
- Kildare Local Economic and Community Plan (LECP)
- Kildare County Council Climate Action Plans
- Kildare Digital Strategy
- Kildare Heritage Strategy
- Kildare County Council Housing Delivery Action Plan
- Kildare County Council Economic Development Strategy
- Kildare County Development Plan
- Kildare Age Friendly Strategy
- Kildare Litter Management Plan
- Kildare Road Safety Plan
- Kildare Biodiversity Plan
- Kildare Arts Development Plan
- Kildare Culture and Creativity Strategy
- Kildare Traveller Accommodation Programme
- Kildare Vacant Units Action Plan
- Kildare Housing Strategy for persons with a disability
- Kildare Local Sports Partnership Strategic Plan
- Kildare Major Emergency Plan



# Appendix 4

## Performance Indicators

| Topic  | Indicator  | National Average 2023 | Kildare 2023 |
|--|--|-----------------------|--------------|
| <b>H1 – Social Housing Stock</b>               | A. No. of dwellings in the ownership of the LA at 1/1/2023   | 4,724                 | 5,181        |
|  | B. No. of dwellings added to the LA owned stock during 2023 (whether constructed or acquired)  | 141                   | 247          |
|  | C. No. of LA owned dwellings sold in 2023  | 15                    | 6            |
|  | D. No. of LA owned dwellings demolished in 2023  | 4                     | 1            |
|  | E. No. of dwellings in the ownership of the LA at 31/12/2023   | 4,846                 | 5,421        |
|  | F. No. of LA owned dwellings planned for demolition under a DHPLG approved scheme  | 26                    | 16           |
| <b>H2 – Housing Vacancies</b>                  | A. The percentage of the total number of LA owned dwellings that were vacant on 31/12/2023   | 2.81%                 | 2.59%        |
| <b>H3 – Average Re-letting Time &amp; Cost</b> | A. Time taken from the date of vacation of a dwelling to the date in 2023 when the dwelling is re-tenanted, averaged across all dwellings re-let during 2023 (weeks)   | 33.72 wks             | 50.61        |
|  | B. Cost expended on getting the dwellings re-tenanted in 2023, averaged across all dwellings re-let in 2023  | €28,347.05            | €48,423.42   |
| <b>H4 – Housing Maintenance Cost</b>           | A. Expenditure during 2023 on the maintenance of LA housing compiled from 1 January 2023 to 31 December 2023, divided by the number of dwellings in the LA stock at 31/12/2023, i.e. HIE less HIF indicator figure | €1,493.19             | €1,116.69    |
| <b>H5 – Private Rented Sector Inspections</b>  | A. Total number of registered tenancies in the LA area at end of June 2023   | 9,381.81              | 11,339       |
|  | B. Number of rented dwellings inspected in 2023  | 1,626.97              | 878          |
| <b>H6 – Long-term Homeless Adults</b>          | A. Number of adult individuals in emergency accommodation that are long-term homeless as a % of the total number of homeless adult individuals in emergency accommodation at the end of 2023                       | 57.61%                | 56.83%       |

| Topic                               | Indicator   | National Average 2023 | Kildare 2023 |
|-------------------------------------|---|-----------------------|--------------|
| <b>H7 – Social Housing Retrofit</b> | A. (1) Total number of houses retrofitted between 01/01/2023 and 31/12/2023                             | 4,724                 | 5,181        |
|                                     | A. (2) The number of houses that achieved a BER rating of B2 or above between 01/01/2023 and 31/12/2023 | 78.87                 | 38           |
| <b>H7 – Social Housing Retrofit</b> | A. (3) The number of heat pumps installed in those houses between 01/01/2023 and 31/12/2023             | 70.97                 | 30           |
|                                     | B. Total annual energy savings in MWH from houses retrofitted between 01/01/2023 and 31/12/2023         | 1,150.43              | 359.5        |
|                                     | C. Total carbon emission reduction tCo2 from houses retrofitted between 01/01/2023 and 31/12/2023       | 334.72                | 91.8         |

| Topic   | Indicator  | National Average 2023 | Kildare 2023 |
|---|--|-----------------------|--------------|
| <b>R1 – Pavement Surface Condition Index (PCSI) Ratings – A</b>                 | A(a): % of Regional Road that received a PCSI rating in the 24 month period to 31/12/2023        | 98%                   | 74.11%       |
|   | A(b): % of Local Primary Road that received a PCSI rating in the 24 month period to 31/12/2023   | 97%                   | 73.70%       |
|   | A(c): % of Local Secondary Road that received a PCSI rating in the 24 month period to 31/12/2023 | 98%                   | 80.53%       |
| <b>R1 – Pavement Surface Condition Index (PCSI) Ratings – A</b>                 | A(d): % of Local Tertiary Road that received a PCSI rating in the 60 month period to 31/12/2023  | 89%                   | 79.77%       |
| <b>R1 – Pavement Surface Condition Index (PCSI) Ratings – B – Regional</b>      | B(a): % of total Regional Road (kms) with a PCSI rating of 1-4                                   | 2.26%                 | 0.20%        |
|   | B(a): % of total Regional Road (kms) with a PCSI rating of 5-6                                   | 9.18%                 | 9.85%        |
|   | B(a): % of total Regional Road (kms) with a PCSI rating of 7-8                                   | 39.38%                | 32.32%       |
| <b>R1 – Pavement Surface Condition Index (PCSI) Ratings – B – Regional</b>      | B(a): % of total Regional Road (kms) with a PCSI rating of 9- 10                                 | 37.41%                | 31.74%       |
| <b>R1 – Pavement Surface Condition Index (PCSI) Ratings – B – Local Primary</b> | B(b): % of total Local Primary Road with a PCSI rating of 1-4                                    | 4.76%                 | 1.01%        |
|   | B(b): % of total Local Primary Road with a PCSI rating of 5-6                                    | 13.28%                | 10.64%       |

| Topic   | Indicator   | National Average 2023 | Kildare 2023 |
|---|---|-----------------------|--------------|
| <b>R1 – Pavement Surface Condition Index (PCSI) Ratings – B – Local Primary</b>   | B(b): % of total Local Primary Road with a PSCI rating of 7-8                 | 40.96%                | 36.44%       |
|   | B(b): % of total Local Primary Road with a PSCI rating of 9-10                | 141                   | 247          |
| <b>R1 – Pavement Surface Condition Index (PCSI) Ratings – C – Local Secondary</b> | B(c): % of total Local Secondary Road with a PSCI rating of 1-4               | 7.31%                 | 3.06%        |
| <b>R1 – Pavement Surface Condition Index (PCSI) Ratings – C – Local Secondary</b> | B(c): % of total Local Secondary Road with a PSCI rating of 5-6               | 17%                   | 19.73%       |
|   | B(c): % of total Local Secondary Road with a PSCI rating of 7-8               | 38.61%                | 29.74%       |
|   | B(c): % of total Local Secondary Road with a PSCI rating of 9-10 at           | 23.14%                | 28.00%       |
| <b>R1 – Pavement Surface Condition Index (PCSI) Ratings – D – Local Tertiary</b>  | B(d): % of total Local Tertiary Road with a PSCI rating of 1-4                | 13.13%                | 4.47%        |
|   | B(d): % of total Local Tertiary Road with a PSCI rating of 5-6                | 18.81%                | 15.03%       |
|   | B(d): % of total Local Tertiary Road with a PSCI rating of 7-8                | 31.89%                | 28.07%       |
| <b>R1 – Pavement Surface Condition Index (PCSI) Ratings – D – Local Tertiary</b>  | B(d): % of total Local Tertiary Road with a PSCI rating of 9-10               | 19.38%                | 32.21%       |
| <b>R2 – Regional Road Grants Works</b>  | A1. KMS of regional road strengthened during 2023                             | 13.5 kms              | 25.6 kms     |
|   | A2. Amount expended on regional roads strengthening work during 2023          | €3,667,417            | €6,604,763   |
| <b>R2 – Regional Road Grants Works</b>  | A3: Average unit cost €/m <sup>2</sup> of regional road strengthening in 2023 | €39                   | €32.95       |
| <b>R2 – Regional Road Grants Works</b>  | B1. KMS of regional road resealed during 2023                                 | 19.3 kms              | 8.8 kms      |
|   | B2. Amount expended on regional road resealing work during 2023               | €742,600              | €353,509     |
|   | B3: Average unit cost €/m <sup>2</sup> of regional road resealing in 2023     | €6.1                  | €5.31        |

| Topic                                  | Indicator   | National Average 2023 | Kildare 2023 |
|--|---|-----------------------|--------------|
| <b>R2 – Regional Road Grants Works</b> | C1. KMS of local road strengthened during 2023  | 74.3 kms              | 50.3kms      |
| <b>R2 – Regional Road Grants Works</b> | C2. Amount expended on local road strengthening work during 2022  | €8,737,593            | €5,360,398   |
|  | C3: Average unit cost €/m <sup>2</sup> of local road strengthening in 2022  | €32.6                 | €21.56       |
|  | D1. KMS of local road resealed during 2021  | 107.6 kms             | 99.2 kms     |
| <b>R2 – Regional Road Grants Works</b> | D2. Amount expended on local road resealing work during 2022  | € 2,527,766           | €2,798,468   |
|  | D3. Average unit cost of local road (i.e. total of primary, secondary and tertiary) resealing in 2023 (€/m <sup>2</sup> )                   | €5.6                  | €5.65        |
| <b>R3 – Motor Tax</b>                  | A. The percentage of motor tax transactions which were dealt with online (i.e. transaction is processed and the tax disc is issued) in 2022 | 81.38%                | 90.65%       |

| Topic             | Indicator  | National Average 2023 | Kildare 2023 |
|-------------------|--|-----------------------|--------------|
| <b>W1 – Water</b> | % of Drinking Water in private schemes in compliance with statutory requirements | 98.63%                | 98.09%       |
| <b>W2 – Water</b> | % of registered schemes monitored  | 83.45%                | 87.50%       |

| Topic                               | Indicator   | National Average 2023 | Kildare 2023 |
|-------------------------------------|---|-----------------------|--------------|
| <b>E1 – Waste</b>                   | A. The number of households, which are situated in an area covered by a licensed operator providing a 3 bin service at 31/12/2023 | 32,667                | 57,857       |
|                                     | B. The % of households within the local authority that the number at A represents (based on agglomerations > 500)                 | 94.13%                | 97.64%       |
| <b>E2 – Environmental Pollution</b> | A1. Total number of pollution cases in respect of which a complaint was made during 2023  | 2,277                 | 1,439        |

| Topic                                     | Indicator   | National Average 2023 | Kildare 2023 |
|---|---|-----------------------|--------------|
| <b>E2 – Environmental Pollution</b>       | A2. Number of pollution cases closed from 1/1/2023 to 31/12/2023                                    | 2,283                 | 1,684        |
|   | A3. Total number of pollution cases on hand at 31/12/2023   | 235                   | 66           |
| <b>E3 – Litter Pollution</b>              | A1. The % of the area unpolluted or litter free   | 16% (Median)          | 75%          |
|   | A2. The % of the area slightly polluted   | 59% (Median)          | 25%          |
| <b>E3 – Litter Pollution</b>              | A3. The % of the area moderately polluted   | 12% (Median)          | 0%           |
|   | A4. The % of the area significantly polluted  | 1% (Median)           | 0%           |
|   | A5. The % of the area grossly polluted  | 0% (Median)           | 0%           |
| <b>E4 – Green Flag Status</b>             | A. The % of schools that have been awarded/renewed green flag status in the two years to 31/12/2023 | 35.09%                | 26%          |
| <b>E5 – Energy Efficiency Performance</b> | Cumulative % energy savings achieved by 31/12/2023 relative to baseline year (2009)                 | -38.79%               | -34.60       |
| <b>E6 – Public Lighting</b>               | A. Total annual consumption of the public lighting system   | 5,332                 | 6,428        |
|   | B. Average wattage of the public lighting system  | 76                    | 68.55        |
|   | C. Percentage of the total system that LED lights represent   | 58.06                 | 62.15%       |
| <b>E7 – Climate Change</b>                | A. Does the local authority have a designated (FTE) Climate Action Coordinator?                     |                       | Yes          |
|   | B. Does the local authority have a designated (FTE) Climate Action Officer?                         |                       | Yes          |
|   | C. Does the local authority have a climate action team?   |                       | Yes          |

| Topic   | Indicator  | National Average 2023 | Kildare 2023 |
|---|--|-----------------------|--------------|
| <b>P1 – New Buildings Inspected</b>                       | A. Buildings inspected as a percentage of new buildings notified to the local authority  | 25.87%                | 32.47%       |
| <b>P2 – Planning Decisions confirmed by ABP</b>           | A. Number of LA planning decisions which were the subject of an appeal to An Bord Pleanála that were determined by the Board on any date in 2023                           | 55                    | 79           |
|   | B. % of the determinations at A which confirmed (either with or without variation) the decision made by the LA   | 75.72%                | 70.89%       |
| <b>P3 – Planning Enforcement Cases Closed as Resolved</b> | A. Total number of planning cases referred to or initiated by the local authority in the period 1/1/2023 to 31/12/2023 that were investigated                              | 219                   | 241          |
|   | B. Total number of investigated cases that were closed during 2023   | 208                   | 176          |
|   | C. % of the cases at B that were dismissed as trivial, minor or without foundation or were closed because statute barred or an exempted development                        | 51.39%                | 55.68%       |
|   | D. % of cases at B that were resolved to the LA's satisfaction through negotiations  | 7.31%                 | 17.61%       |
|   | E. % Cases at B that were closed due to enforcement proceedings  | 41.30%                | 26.70%       |
|   | F. Total number of planning cases being investigated as at 31/12/2023  | 681                   | 981          |
| <b>P4 – Cost per Capita of Planning Service</b>           | A. The 2023 Annual Financial Statement (AFS) Programme D data divided by the population of the LA area per the 2022 Census   | €35.97                | €35.28       |
| <b>P5 – Applications for Fire Safety Certificates</b>     | A. The percentage of applications for fire safety certificates received in 2023 that were decided (granted or refused) within two months of their receipt                  | 52.11%                | 51.05%       |
|   | B. The percentage of applications for fire safety certificates received in 2023 that were decided (granted or refused) within an extended period agreed with the applicant | 36.28%                | 39.47%       |

| Topic   | Indicator   | National Average 2023       | Kildare 2023                       |
|---|---|-----------------------------|------------------------------------|
| <b>F1 – Cost per Capita of the Fire Service</b> | A. The Annual Financial Statement (AFS) Programme E expenditure data for 2023 divided by the population of the LA area per the 2022 Census figures for the population served by the fire authority as per the Risk Based Approach Phase One reports | €45.96<br>(Part-time)       | Kildare -<br>€25.13<br>(Part-time) |
|   |   | €87.80<br>(Full-time)       |                                    |
|   |   | €65.76<br>(Full & Retained) |                                    |
|   |   |                             |                                    |
| <b>F2 – Service Mobilisation</b>                | A. Average time taken, in minutes, to mobilise fire brigades in Full-Time Stations in respect of fire   | 1.25 mins                   | -                                  |
|   | B. Average time taken, in minutes, to mobilise fire brigades in Part-Time Stations (retained fire service) in respect of fire   | 5.56 mins                   | 7.21 mins                          |
|   | C. Average time taken, in minutes, to mobilise fire brigades in Full-Time Stations in respect of all other (non-fire) emergency incidents   | 1.34 mins                   | -                                  |
| <b>F2 – Service Mobilisation</b>                | D. Average time taken, in minutes, to mobilise fire brigades in Part-Time Stations (retained fire service) in respect of all other (non-fire) emergency incidents   | 5.59 mins                   | 6.48 mins                          |
| <b>F3 – Attendance Times at Scenes</b>          | A. % of cases in respect of fire in which first attendance at scene is within 10 minutes  | 52.83%                      | 13.26%                             |
|   | B. % of cases in respect of fire in which first attendance at the scene is after 10 minutes but within 20 minutes   | 34.88%                      | 66.41%                             |
|   | C. % of cases in respect of fire in which first attendance at the scene is after 20 minutes   | 9.49%                       | 20.33%                             |
| <b>F3 – Attendance Times at Scenes</b>          | D. % of cases in respect of all other emergency incidents in which first attendance at the scene is within 10 minutes   | 38.35%                      | 13.42%                             |
|   | E. % of cases in respect of all other emergency incidents in which first attendance at the scene is after 10 minutes but within 20 minutes  | 39.33%                      | 62.95%                             |
|   | F. % of cases in respect of all other emergency incidents in which first attendance at the scene is after 20 minutes  | 14.64%                      | 23.63%                             |

| Topic   | Indicator   | National Average 2023 | Kildare 2023 |
|---|---|-----------------------|--------------|
| <b>L1 – Library visits and issues</b>   | A. Number of library visits per head of population for the LA area per the 2022 Census  | 2.70                  | 2.51         |
|   | B. Number of items issued to borrowers in the year  | 523,208               | 1,015,486    |
|   | C. Active members per head of population in 2023  | 0.18                  | 0.16         |
|   | D. Number of registered members in the library in the year  | 25,340.87             | 30,887       |
| <b>Library Service: L2</b>  | A. The Annual Financial Statement (AFS) Programme F data for 2021 divided by the population of the LA area per the 2022 Census                      | €38.87                | €36.27       |
|   | B. Annual per capita expenditure on collections over the period 01/01/2022 to 31/12/2022  | €2.00                 | €1.66        |
| Topic   | Indicator   | National Average 2023 | Kildare 2023 |
| <b>Y1 – School Council/ Comhairle na nOg involvement</b>                                  | A. Percentage of local schools involved in the local Youth Council/Comhairle na nÓg scheme  | 68.16%                | 83.33%       |
| <b>Y2 – Social Inclusion: PPN</b>   | A. % number of organisations included in the County Register and the proportion who opted to be part of the Social Inclusion College within the PPN | 16.21%                | 9.47%        |
| <b>C1 – Total No. WTEs</b>  | A. The wholtime equivalent staffing number as at 31 December 2023   | 1,022.74              | 992.47       |
| <b>C2 – Working Days lost to Sickness</b>   | A. Percentage of paid working days lost to sickness absence through medically certified leave in 2023   | 3.77%                 | 4.11%        |
|   | B. Percentage of paid working days lost to sickness absence through self-certified leave in 2023  | 0.32%                 | 0.28%        |
| <b>C3 – LA Website &amp; Social Media Usage (A &amp; B changed to per capita in 2020)</b> | A. The per capita total page views of the local authority's websites in 2023  | 13.36                 | 7.52         |
|   | B. The per capita total number of followers at end 2023 of the LA's social media accounts   | 1.05                  | 0.41         |
| <b>C4 – Overall Cost of ICT Provision per WTE</b>   | A. All ICT expenditure in the period from 1/1/2023 to 31/12/2023, divided by the WTE no.  | €3,948.63             | €4,092.83    |
| <b>C5 – Overall Cost of ICT as a proportion of revenue expenditure</b>                    | A. All ICT expenditure calculated in C4 as a proportion of Revenue expenditure  | 1.86%                 | 1.85%        |

| Topic   | Indicator   | National Average 2023 | Kildare 2023 |
|---|---|-----------------------|--------------|
| <b>M1 – Revenue Account Balance</b>                   | A. Cumulative surplus/deficit balance at 31/12/2019 in the Revenue Account from the Income & Expenditure Account Statement of the AFS | €1,471,481.65         | - €334,804   |
|   | B. Cumulative surplus/deficit balance at 31/12/2020 in the Revenue Account from the Income & Expenditure Account Statement of the AFS | €2,025,465.39         | - €171,440   |
|   | C. Cumulative surplus/deficit balance at 31/12/2021 in the Revenue Account from the Income & Expenditure Account Statement of the AFS | €2,496,287.29         | - €48,008    |
| <b>M1 – 5 Year Summary of Revenue Account Balance</b> | D. Cumulative surplus/deficit balance at 31/12/2022 in the Revenue Account from the Income & Expenditure Account Statement of the AFS | €2,835,524.266        | €4,164       |
|   | E. Cumulative surplus/deficit balance at 31/12/2023 in the Revenue Account from the Income & Expenditure Account Statement of the AFS | €455,067.00           | €13,712      |

| Topic   | Indicator   | National Average 2023 | Kildare 2023 |
|---|---|-----------------------|--------------|
| <b>M1 – 5 Year Summary of Revenue Account Balance</b> | F. Cumulative surplus or deficit at 31/12/2023 as a percentage of Total Income in 2023 from the Income and Expenditure Account Statement of the AFS | 1.34%                 | 0.01%        |
|   | G. Revenue expenditure per capita in 2022   | €1,305.56             | €885.30      |
|   | H. Revenue expenditure per capita in 2022 excluding significant out of county/shared services expenditure   | €1,461.61             | -            |

| Topic  | Indicator                                  | National Average 2023 | Kildare 2023 |
|--|--|-----------------------|--------------|
| <b>M2 (A) – 5 Year Summary of Collection of Commercial Rates</b>     | Percentage Commercial Rates Collected 2019 | 87.0%                 | 83%          |
|  | Percentage Commercial Rates Collected 2020 | 77.1%                 | 70%          |
|  | Percentage Commercial Rates Collected 2021 | 83.4%                 | 82%          |
|  | Percentage Commercial Rates Collected 2022 | 88%                   | 86%          |
|  | Percentage Commercial Rates Collected 2023 | 88%                   | 88%          |
| <b>M2 (B) – 5 Year Summary of Collection of Rent &amp; Annuities</b> | Percentage Rent & Annuities Collected 2019 | 90.0%                 | 92%          |

| Topic  | Indicator                                  | National Average 2023 | Kildare 2023 |
|--|--|-----------------------|--------------|
| <b>M2 (B) – 5 Year Summary of Collection of Rent &amp; Annuities</b> | Percentage Rent & Annuities Collected 2020 | 90.0%                 | 92%          |
|  | Percentage Rent & Annuities Collected 2021 | 88.8%                 | 93%          |
|  | Percentage Rent & Annuities Collected 2022 | 89%                   | 92%          |
|  | Percentage Rent & Annuities Collected 2023 | 88%                   | 93%          |
| <b>M2 (C) – 5 Year Summary of Collection of Housing Loans</b>        | Percentage Housing Loan Collected 2019     | 78.0%                 | 62%          |
|  | Percentage Housing Loan Collected 2020     | 80.0%                 | 62%          |
|  | Percentage Housing Loan Collected 2021     | 81.6%                 | 69%          |
|  | Percentage Housing Loan Collected 2022     | 83.1%                 | 73%          |

| Topic   | Indicator                              | National Average 2023 | Kildare 2023 |
|---|--|-----------------------|--------------|
| <b>M2 (C) – 5 Year Summary of Collection of Housing Loans</b> | Percentage Housing Loan Collected 2023 | 87%                   | 75%          |

| Topic                               | Indicator  | National Average 2023 | Kildare 2023 |
|-------------------------------------|--|-----------------------|--------------|
| <b>M3 – Public Liability Claims</b> | A1. Per capita total cost of settled claims for 2023   | €12.21                | €4.70        |
| <b>M4 – Overheads</b>               | A. Overall central management charge as a percentage of total expenditure on revenue account | 12.35%                | 12.54%       |
|                                     | B. Total payroll costs as a percentage of revenue expenditure                                | 33.30%                | 31.58%       |

# Appendix 5

## Service level agreements

To achieve the best outcomes in service delivery, we collaborate with other bodies and agencies.

| Topic  | Indicator   | National Average 2023 | Kildare 2023 |
|--|---|-----------------------|--------------|
| <b>J1 – No. of Jobs Created</b>              | A. The no. of jobs created with assistance from the Local Enterprise Office during the period 1/1/2023 to 31/12/2023 per 100,000 population | 41.39                 | 6.86         |
| <b>J2 – Trading online vouchers</b>          | A. The no. of trading online voucher applications approved by the Local Enterprise Office in 2023 per 100,000 population                    | 33.31                 | 28.66        |
|  | B. The no. of those trading online vouchers that were drawn down in 2023 per 100,000 population   | 14.25                 | 15.74        |
| <b>J3 – Mentoring Participation</b>          | A. The no. of participants who received mentoring during the period 1/1/2023 to 31/12/2023 per 100,000 population                           | 275.72                | 273.23       |
| <b>J4 – Tourism</b>                          | A. Does the local authority have a current tourism strategy?  | -                     | Yes          |
|  | B. Does the local authority have a designated Tourism Officer?  | -                     | Yes          |
| <b>J5 – Economic Development Expenditure</b> | A. The spend on local economic development by the local authority in 2023 per head of population  | €163.41               | €101.23      |

### Libraries Arts and Culture

- Creative Ireland Programme – Minister of Tourism, Culture, Arts, Gaeltacht, Sport and Media
- Riverbank Arts Centre

### Economic Development

- Kildare Fáilte
- Enterprise Ireland
- County Kildare Web Services
- Equine Innovation Hub
- Athy Food Hub
- MERITS

### Community

- Age Friendly Ireland – Meath County Council
- AIRO
- K Leisure
- Kildare Town Heritage
- Athy Town Heritage
- Kilcock Community Centre

### Climate and Environment

- ISPCA
- FSAI
- Eastern Midlands Waste Enforcement
- Environmental Health Service – HSE
- Climate Action Regional Office
- Waste Enforcement Regional Lead Authorities
- Mid-East Energy Unit
- SEAI and CODEMA

### Finance

- MyPay – Laois County Council

### Planning

- Heritage Officer

### Housing

- Peter McVerry Trust
- Teach Iosa
- Tiglin
- Healthy Age Friendly Homes Programme – Meath County Council

### Transportation

- Road Management Office – Donegal County Council
- Managed Car Parking Services

### Water

- Uisce Éireann

### Public Realm

- Waterways Ireland

# Glossary

**AFS** – Annual Financial Statement

**AI** – Artificial Intelligence

**AILG** – Association of Irish Local Government

**BER** – Building Energy Rating

**BIM** – Building Information Management

**CARO** – Climate Action Regional Office

**CKLP** – County Kildare Leader Partnership

**CPD** – Continuous Professional Development

**CRMS** – Customer Relationship Management System

**EPA** – Environmental Protection Agency

**ESRI** – Economic and Social Research Institute

**FDI** – Foreign Direct Investment

**HAP** – Housing Assistance Payment

**IBAL** – Irish Business Against Litter

**ICT** – Information and Communications Technology

**IFA** – Irish Farmers Association

**IHREC** – Irish Human Rights and Equality Commission

**IPAS** – International Protection Accommodation Service

**JPC** – Joint Policing Committee

**LAIT** – Local Authority Integration Team

**LAMA** – Local Authority Members Association

**LCDC** – Local Community Development Committee

**LCSP** – Local Community Safety Partnership

**LECP** – Local Economic and Community Plan

**LED** – Light Emitting Diode

**LGMA** – Local Government Management Agency

**NOAC** – National Oversight and Audit Commission

**NUI** – National University of Ireland

**PMDS** – Performance Management and Development System

**PPN** – Public Participation Network

**PSD** – Public Sector Duty

**RMCEI** – Recommended Minimum Criteria for Environmental Inspections

**RRDF** – Rural Regeneration and Development Fund

**SCOT** – Strengths, Challenges, Opportunities and Threats

**SEAI** – Sustainable Energy Authority of Ireland

**SMEs** – Small Medium Enterprises

**SPC** – Strategic Policy Committees

**STEM** – Science, Technology, Engineering and Mathematics

**TTT** – Toys, Technology and Training

**UCTAT** – Ukraine Crisis Temporary Accommodation Team

**UN SDG** – United Nations Sustainable Development Goals

**URDF** – Urban Regeneration and Development Fund



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**Comhairle Contae Chill Dara**  
Kildare County Council