



*Making Kildare the Place:  
to live, to learn, to work, to visit and do business*

# *Kildare Local Authorities*

## Corporate Plan 2009–2014





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*Colm Purcell  
Mayor of County Kildare*



*Aoife Breslin,  
Cathaoirleach of Athy  
Town Council*



*Teresa Byrne  
Cathaoirleach of Leixlip  
Town Council*



*Pat Clear  
Mayor of Naas*



*Willie Hamilton,  
Mayor of Droichead Nua*

## Foreword

This plan is one of a series of documents setting out aims and principles that will inform the activities of the Kildare Local Authorities over the period 2009-2014. Its focus is on the ways in which services are to be developed and delivered, and it will be supplemented by detailed annual business plans, budgets and sets of performance indicators. As well as guiding the authorities, it will make local government more transparent, relevant and accountable by offering citizens an opportunity to assess the level of service given by local councils and encourage active citizenship.

The delivery of local authority services takes place in a complex and ever changing environment. Local authorities are political organisations with legally defined structures. They are funded from multiple sources, they operate within a legislative framework and are subject to guidelines and policies that are determined at European, national, regional and local level. They are accountable to the community, their own governing bodies, the Department of the Environment, Heritage and Local Government, the Local Government Auditor, the Comptroller and Auditor General, the Ombudsman, the Information Commissioner, the Data Protection Commissioner and the courts.

Their local nature makes them accessible to citizens and their public consultation processes ensure that the community has a clear influence on what they do. They co-operate with national government, other public agencies and local communities in providing a range of services for the public benefit. In County Kildare, these services have a current annual approximate monetary value of €260 million, but their continuing contribution to economic and social wellbeing is worth very much more than the financial cost of all services.

The delivery of these public services must be undertaken in a planned and structured way, and so this document is a necessary part of the local authorities' duty to the public. It can, however, serve another useful purpose by providing citizens with a means to understand, assess and participate in the process of local government.

We welcome such participation as an essential element for the delivery of good public services.



*Michael Malone,  
Kildare County Manager*





## Mission Statement

Making Kildare the place-

-to live

-to learn

-to work

-to visit

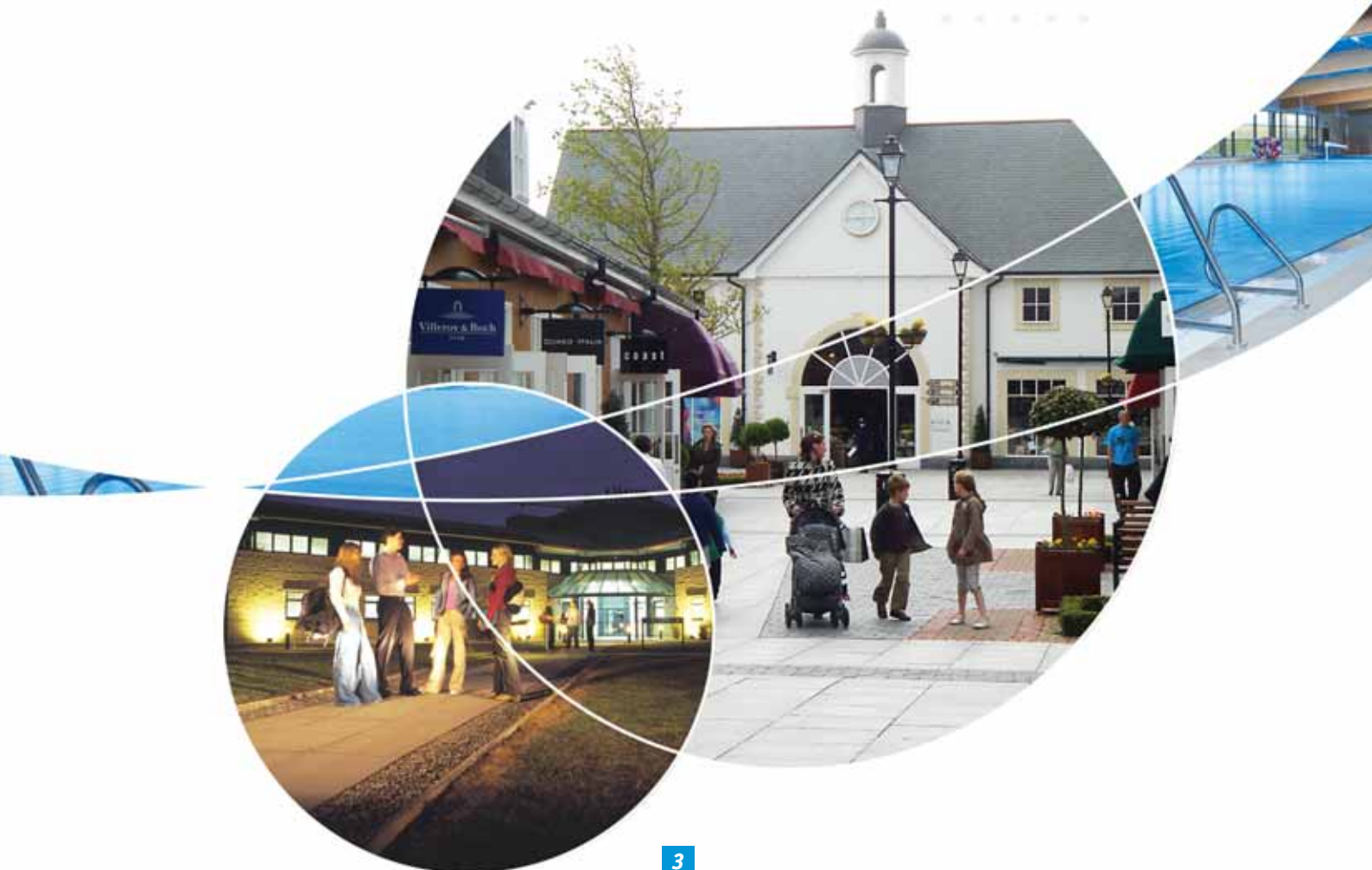
-to do business

# Foundations

***The functions of a local authority as set out in law are—***

- (a) to provide a forum for the democratic representation of the local community, . . . and to provide civic leadership for that community,
- (b) to carry out such functions as may at any material time stand conferred on the relevant authority . . . ,
- (c) to carry out any ancillary functions. . . . , and
- (d) to take such action as it considers necessary or desirable to promote the community interest

Local Government Act 2001  
(Section 63)



# Local Government in Context

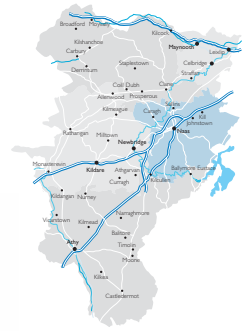


# Main Service Areas by Sector





# Naas Electoral Area



**Councillor Anthony Lawlor**  
Fine Gael  
Contact Details:  
045 877660  
087 2753942



**Councillor Darren Scully**  
Fine Gael  
Contact Details:  
086 3860955



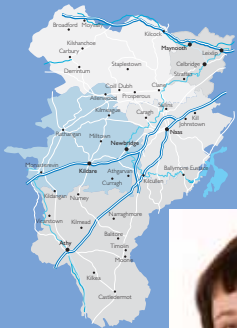
**Councillor Paddy MacNamara**  
The Labour Party  
Contact Details:  
045 896590



**Councillor Seamie Moore**  
Non-Party  
Contact Details:  
045 879241  
087 2497813



**Councillor Willie Callaghan**  
Fianna Fáil  
Contact Details:  
045 875565  
086 2341009



# Kildare Electoral Area



**Councillor Fiona O'Loughlin**  
Fianna Fáil  
Contact Details:  
045 436792  
01 8691663  
087 2345160



**Councillor Francis Browne**  
The Labour Party  
Contact Details:  
045 526934



**Councillor Micheál 'Spike' Nolan**  
Fine Gael  
Contact Details:  
087 3296900  
045 486881



**Councillor Paddy Kennedy**  
Non-Party  
Contact Details:  
045 433310  
086 1705199



**Councillor Suzanne Doyle**  
Fianna Fáil  
Contact Details:  
045-521046  
087-9521232



**Councillor Tony O'Donnell**  
Fine Gael  
Contact Details:  
045 533803  
087 9081649

# Athy Electoral Area



**Councillor Mark Wall**  
The Labour Party  
Contact Details:  
059 8634530 (h)  
059 8632874 (w)  
083 3341488



**Councillor Martin Heydon**  
Fine Gael  
Contact Details:  
087 6262546



**Councillor Martin Miley Jnr**  
Fianna Fáil  
Contact Details:  
087 3998478



**Councillor Richard Daly**  
Fine Gael  
Contact Details:  
087 6248886





# Clane Electoral Area



**Councillor Brendan Weld**  
Fine Gael  
Contact Details:  
045 869340  
087 7828649



**Councillor Liam Doyle**  
Fianna Fáil  
Contact Details:  
01 6287629  
086 3849424



**Councillor Pádraig McEvoy**  
Non-Party  
Contact Details:  
086 8658262



**Councillor Seamus Langan**  
Fine Gael  
Contact Details:  
045 9553058 (h)  
0872871347



# Celbridge Electoral Area



**Councillor Catherine Murphy**  
Non-Party  
Contact Details:  
087 2696450



**Councillor Colm Purcell**  
The Labour Party  
Contact Details:  
087 2539493



**Councillor John McGinley**  
The Labour Party  
Contact Details:  
01 6285293 (h)



**Councillor Kevin Byrne**  
The Labour Party  
Contact Details:  
086 6009449



**Councillor Paul Kelly**  
Fianna Fáil  
Contact Details:  
01 6243624  
01 6280382  
086 2560548



**Councillor Senan Griffin**  
Fine Gael  
Contact Details:  
01 6285177  
087 2331267

to provide a forum for the democratic  
representation of the local community, . . .  
and to provide civic leadership for that community

# *Droichead Nua Town Council*



*Back Row:* Mick Deely, Murty Aspell, Damian Molyneaux, Mícheál "spike" Nolan, Paddy Kennedy.

*Front Row:* Mr Thomas Hunter McGowan - *Town Manager*, Ms Anne Greene - *Town Clerk*, Willie Hamilton - *Mayor*, Fiona O'Loughlin, Emma Kiernan

(Missing from Photo: Pat Black)

# *Athy Town Council*



*Back Row:* Paddy Wright, Thomas Redmond, Richard Daly, Mark Dalton.

*Front Row:* Mark Wall, James Mahon, Aoife Breslin - *Cathaoirleach*, Mary O'Sullivan, John Lawler



# Leixlip Town Council



*Back Row:* Joe Neville, Colm Purcell, Pat Burke-Walsh, Bernard Caldwell, Anthony Larkin

*Front Row:* Catherine Murphy, Teresa Byrne - *Cathaoirleach*, Sean Purcell (Missing from Photo: Shane FitzGerald)

# Naas Town Council



*Back Row:* Alan O' Kelly, Darren Scully, Willie Callaghan, Ger Dunne, Seamie Moore.

*Front Row:* Emer McDaid, Pat Clear - *Mayor*, Anne Breen, Rioghnagh Bracken.



# *Where we fit in*

## ***Our approach***

We have served the people of County Kildare for over 110 years and we will continue to put their interests first. A key function of Local Authorities is to provide a democratic forum for the community. We are also given responsibility to make decisions on behalf of that community. Our actions will reflect the views and needs of the Public. This will be underpinned by good information on what we do and why we do it. We welcome participation by our local social partners. Making service provision possible for individual citizens, businesses and local communities is fundamental for us.

We are answerable to the community through our elected town and county councillors. We expect our partners to share accountability both to the local authorities and their respective organisations. The pace of economic change and population growth are a huge influence on the county. Coping with this requires us to constantly seek new and innovative ways of giving effective, courteous and efficient service to the community.

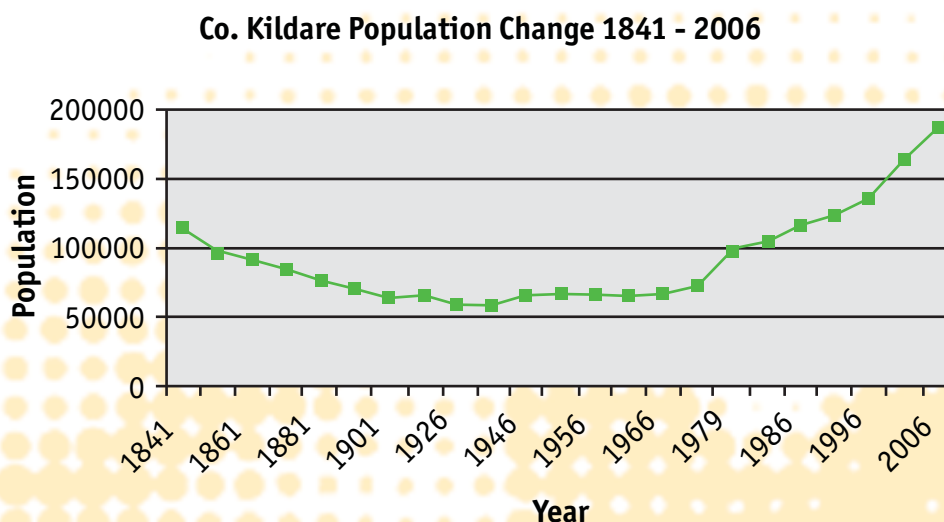
As the county continues to develop, we have a special responsibility to protect the best of its physical, natural environment and cultural characteristics and to ensure that everyone benefits in terms of economic and social wellbeing. We have a special duty to ensure that those who are not well-resourced can have their say and achieve an adequate quality of life.

Citizens expect us to use our regulatory powers to protect the environment and to control undesirable behaviour: we recognise that this is their entitlement. We will try to ensure that development gives future generations an opportunity to have a fair share of natural resources and a healthy environment. Our actions will always be open to independent judgement by the people of the county and by government and regulatory agencies at national level. Public information and consultation will be fundamental to our work.



# Changing Demographics

The population of the county went into decline between 1841 and the end of the nineteenth century. From the early twentieth century the population of the county remained relatively static for nearly eighty years, as can be seen from Figure 1 below. From the late 1970s the population of the county increased consistently year on year.



## *Some key facts from the changing demographics of the county:<sup>1</sup>*

Total population as per 2006 census:	186,335
Percentage living in urban areas:	65.5%
Average annual increase in population 2002-2006:	5,598
Percentage of population under 25	38%
Percentage of population under 15	23.1%
Percentage of households with lone parent	18.3%
Percentage of population born in Eastern Europe	5.1%
Percentage of population born in Africa	1.3%
Population forecast for 2016 <sup>2</sup>	234,422

<sup>1</sup> Based on data from the 2006 census

<sup>2</sup> Draft RPG population guidelines

The projected growth in population combined with the emerging cultural diversity and high percentage of young people in the county will offer significant opportunities and challenges for the delivery of services and to maintain social inclusion.

# Core Values

The focus of the Kildare Local Authorities is the delivery of improved services and enhanced local democracy. All our activities and interactions with the citizens of Kildare will be grounded on the following core values.

## *Local Democracy*

To encourage and facilitate greater community involvement while recognising and respecting the democratic mandate of the directly elected members

## *Public Service*

To provide efficient services and to give all staff the necessary skills to deal with the public in a courteous and friendly manner.

## *Sustainability*

To ensure that the County develops in a manner which does not compromise the quality of life or economic prospects of future generations.

## *Social Inclusion and Community Development*

To work to meet the needs of the citizens of the county without regard to social status, ethnicity, nationality, religion, age or ability, while giving priority to vulnerable individuals or groups.

## *Efficiency and Accountability*

To improve efficiency and to build a culture of accountability among staff.



# *Key Strategic Objectives*

Kildare Local Authorities will endeavour to deliver a high quality of service in all areas of activity. An ongoing systematic control and review process will be used to monitor progress and manage resources. Kildare Local Authorities will focus on the following key strategic objectives;

- 1. Support and enhance local democracy*
- 2. Facilitate and encourage sustainable economic growth and employment*
- 3. Develop and grow Kildare's social and physical infrastructure*
- 4. Improve efficiency and effectiveness in the delivery of services by Kildare Local Authorities*
- 5. Promote and develop Kildare as a place to live and do business*

# *1: To support and enhance local democracy*

**1.1** To recognise that local democracy has placed Councillors at the heart of the Local Authorities as accountable public service providers.

**1.2** To work to enhance community participation and active citizenship through capacity building and training.

**1.3** To promote consultation and communication through partnership with employees and citizens.

**1.4** To work to improve the accuracy of the electoral register and to explore the use of focused public information programmes and new technologies to improve participation in the electoral process.

**1.5** To review and enhance the role of Strategic Policy Committees.

**1.6** To ensure that the County and Town Councillors are provided with timely information, advice and training to carry out their roles as public representatives.





**1.7** To continue to work with existing community/ residents' associations and support the development of new residents associations in urban areas.

**1.8** To continue to focus on social inclusion as a means of tackling poverty and disadvantage.

**1.9** To develop the community leadership role of the Councils through the County Development Board and with the Community and Voluntary fora.

**1.10** To continue to maximise tenant involvement in home improvement, estate development and community development

**1.11** To provide countywide access to library facilities and opportunities for all to engage with the Arts.

**1.12** To continue to work to increase the delivery of services on an outreach basis as resources allow.

**1.13** To continue to engage in open consultation procedures to ensure broad representation for planned works.

## **2:** *To facilitate and encourage sustainable economic growth and employment*

- 2.1** To strive to minimise the impact on the environment from all our activities through energy conservation and reduced carbon emissions.
- 2.2** Implement the Waste Management Plan and develop policies to increase recycling levels.
- 2.3** Work to create opportunities for sustainable employment and high quality residential areas.
- 2.4** To promote high standards of design and construction for all projects while encouraging creativity and innovation in architectural design.
- 2.5** To ensure Kildare’s natural and architectural heritage is protected, conserved and maintained to the highest standards.
- 2.6** To continue to install and improve water and wastewater services in accordance with best environmental practice and consistent with Local and Regional Development Plans.
- 2.7** As an employer Kildare Local Authorities will promote a culture of respect for the diversity of employees and provide them with a flexible and quality working life.



**2.8** To ensure that all Local Authority premises comply with sustainability requirements through energy audits and low carbon emissions.

**2.9** To continue to migrate the Councils' transport fleet to sustainable and renewable energy fuels as funding permits.

**2.10** To support and facilitate existing and alternative agricultural and rural based economic activities.

**2.11** To facilitate and support the construction of broadband infrastructure throughout Kildare.

**2.12** To continue to work with the Road Safety Authority (RSA), Gardaí and other agencies to promote Road Safety.

**2.13** To continue to seek improvement of water quality in rivers and streams and to implement River Basin management plans

**2.14** To ensure adequate supplies of potable water to meet demand and to ensure that sufficient waste water treatment capacity is available to meet the needs of Kildare.

**2.15** To promote access to community based sports and recreational opportunities.

**2.16** To ensure full compliance with guidelines on air quality through air monitoring stations and reporting procedures.

## **3:** *To develop and grow Kildare's social and physical infrastructure*

- 3.1** To provide a well-maintained public road network based on a minimum maintenance cycle of ten years subject to financial and human resource constraints.
- 3.2** To deliver a programme for design and construction of local/regional/national roads subject to available finance.
- 3.3** Strive to achieve high quality and sustainable development in both urban and rural areas.
- 3.4** To continue to facilitate Group Water Schemes subject to available budget.
- 3.5** Provide improved access to information on services provided by the Councils via kildare.ie website and through local print and broadcast media.
- 3.6** To ensure that there is existing or planned infrastructure to service new development.
- 3.7** To improve travelling times and road safety by implementing efficient traffic management measures and build on the capabilities and scale of the Council's traffic management centre, subject to appropriate funding





- 3.8** To support the development of sustainable communities by the provision of appropriate community support.
- 3.9** To assess and provide appropriate housing measures to meet housing needs in the county.
- 3.10** To provide car parking facilities and regulated parking in towns and villages subject to available budget.
- 3.11** To continue to enhance and develop library building stock and resource local libraries as focal points of the community.
- 3.12** To support the development and enhancement of local sports, leisure, recreational and arts facilities.

## *4: To improve efficiency and effectiveness in the delivery of services by Kildare Local Authorities*

- 4.1** Optimise the use of new I.T. and Communications technologies to improve service delivery.
- 4.2** To ensure value for money in the procurement of goods and services through the use of best practice and compliance with national procurement policies.
- 4.3** Examine energy usage at all Local Authority facilities and work to minimise energy costs through enhanced conservation and the use of new technologies subject to availability of resources.
- 4.4** To minimise loss and waste in the public water system through ongoing Water Conservation and Leak Detection programmes.
- 4.5** To continue to extend the council's own sourced water supply to as many locations as possible.
- 4.6** Focus on teamwork and the importance of cooperation across disciplines, sections and geographic areas.
- 4.7** Support staff to reach their full potential through learning, experience sharing and skills transfer.
- 4.8** Create a culture throughout the Local Authorities of quality public service, transparency, accountability and value for money.



**4.9** Continue to respond to citizens' needs through best practice models and an integrated approach for delivery of services.

**4.10** Increase co-operation between the Kildare Local Authorities to minimise duplication and inefficiency in the delivery of services.

**4.11** Seek feedback from the public on the quality of service delivery and customer experience in dealing with the Kildare Local Authorities.

**4.12** Continue to promote ease of access for all to council services and premises.

**4.13** To facilitate and support effective internal, national and EU financial oversight.

**4.14** To issue payments in accordance with the Prompt Payment of Accounts Act.

**4.15** To continue with the programme of improved internal processes in moving to a modern integrated Human Resources, Organisational Structure and Payroll Systems, incorporating modules for superannuation, recruitment and training

**4.16** To establish a comprehensive database register of assets, comprising a mapping record of all lands and property in the Councils' ownership

## **5:** *To promote and develop Kildare as a place to live and do business*

**5.1** To promote County Kildare as a strategic location for investment and for the creation of employment.

**5.2** To work to enhance the links with NUI Maynooth to develop employment opportunities through the competencies of the college in Research and Development and its experience of joint ventures with world class industries.

**5.3** To encourage and facilitate the reuse and regeneration of land and existing quality buildings in our town centres.

**5.4** To continue to work with state agencies, Fáilte Ireland, Kildare Fáilte and other local stakeholders to promote Kildare as a unique tourist destination.

**5.5** To enhance and develop the appearance and environment of Kildare.

**5.6** To continue to meet and /or exceed EPA standards for the quality of water supply and waste water treatment systems.

**5.7** To continue to implement robust measures to enforce waste management regulations and reduce litter.





- 5.8** To promote the potential of the waterways in the county, as both a tourist attraction and an enhanced living environment.
- 5.9** To work with all the key stakeholders in the equine and horse racing industries to maximise employment and to promote equine related tourism.
- 5.10** To continue to work with the Office of Public Works and the Department of Defence to facilitate the proposed decentralisation projects to the county.
- 5.11** To protect and maintain the natural environment of Kildare.
- 5.12** To promote and enhance the cultural and artistic life of Kildare.
- 5.13** To work with local and national sports organisations to promote and develop sporting facilities in the county and to create an environment that fosters participation in sports, arts, community and cultural activities.



# *Implementation*

Successful implementation of the corporate plan will involve a partnership approach at a number of levels:

- between staff across the whole organisation and through full operation of the partnership committee
- between Councillors and staff working as a cohesive unit delivering agreed programmes
- between the Authorities and national and local public bodies
- between the Authorities and local development agencies, interest groups and citizens





# *Business Plan*

Each service area will prepare an annual business plan and budget based on the key objectives set out in this plan.

The formation of the business plans will be done in association with the yearly budget process.

Annual operation plans will be reviewed in detail each year.

Each service unit will develop work plans including targets set at individual and/or unit level.







## *Judging our Performance*

Service indicators for local authorities have been established at national level. Further refinement and additions to the metrics can be expected during the life of the plan and the councils will follow national guidelines in preparing the annual Service Indicator reports. While the indicators will contribute to a basis for judging performance, a judgement cannot be realistic unless it takes resources into account and measures quality as well as quantity. Apart from national service indicators, the Kildare Local Authorities will develop relevant local service indicators.

The Local Authorities will continue to use their customer care system, based on a citizen charter, and will use data gathered from this to assess customer and citizen satisfaction levels.

The Local Authorities will also continue to participate in citizen surveys, which assess attitudes within the county and especially attitudes to the authorities and their activities.

The Local Authorities will continue to publish annual financial statements and annual reports. These will give useful information to citizens who wish to assess the authorities' performance.

# Appendix 1

## List of Strategies and Plans influencing Local Government in Kildare:

### NATIONAL /EU

- National Development Plan and associated Strategies
- National Spatial Strategy
- Guidelines on Sustainable Rural Housing
- The Department of the Environment, Heritage and Local Government Statement of Strategy 2008 – 2010
- Transport 21
- Government Guidelines on Procurement
- Branching Out, Report on Library Services
- Transforming Public Services- Report of the Task Force on the Public Service
- Smarter Travel
- Partnership for the Arts (National Arts Council strategy)
- National Heritage Plan
- National Biodiversity Plan

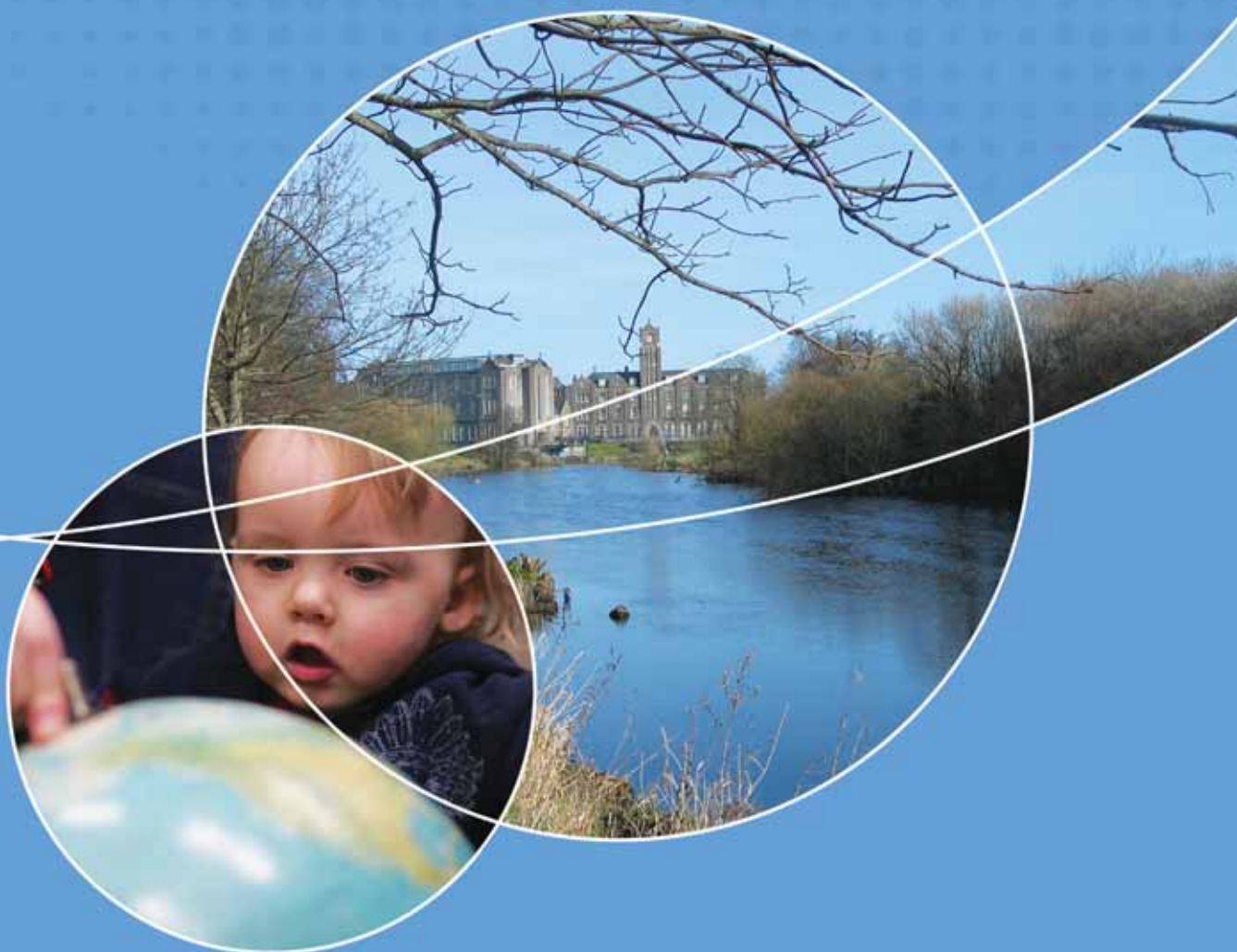
### REGIONAL

- Regional Planning Guidelines
- Liffey Valley Strategy
- Platform for Change
- Retail Strategy for the Greater Dublin Area

### LOCAL

- County and Town Development Plans and Local Area Plans
- Competing in a Globalised World – Economic Development Strategy for Kildare
- County Waste Management Plan, County Heritage Plan
- Ideas Matter (Co. Council five year Library plan)
- Making Inroads (Co Council five year Arts plan) , Arts in Health Strategy, Public Art policies
- Kildare Biodiversity Plan 2008–2012
- Kildare Heritage Plan 2004–2019

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**Kildare County Council**  
 Áras Chill Dara  
 Devoy Park  
 Naas  
 County Kildare

Telephone/Guthán: + 353 (0)45 980200  
 Fax/Faics: + 353 (0) 45 980835  
 Web: [www.kildare.ie](http://www.kildare.ie)