

Annual Service Delivery Plan 2019



Kildare County Council

Table of Contents

| | |
|--|----|
| Introduction: | 3 |
| Housing..... | 5 |
| Transportation and Public Safety incorporating Building and Development Control..... | 9 |
| Development Management..... | 14 |
| Community Services..... | 16 |
| Economic Development..... | 22 |
| Environmental Services..... | 25 |
| Library and Arts Service..... | 27 |
| Finance..... | 29 |
| Information Systems..... | 31 |
| Human Resources..... | 33 |
| Corporate Services..... | 34 |

Introduction:

Section 50 of the Local Government Reform Act, 2014 requires the local authority to prepare a document called an Annual Service Delivery Plan. The purpose of the plan is to provide a corporate document that sets out the objectives for service delivery and performance standards to be achieved in 2019. It takes account of, and is consistent with Budget 2019 which was adopted by the members of 19 November 2018.

In preparing the document, Kildare County Council takes account of all plans, statements and strategies that set out policies and objectives for all of its functional programmes having full regard to its Corporate Plan in which the council's mission statement is:

“Making Kildare the place to Live, Learn, Work, Visit and Do Business”.

A wide range of other local, regional and national plans, statements and strategies inform and guide the council's work, and the provisions of these plans have been taken into account, in particular reference has been made to the following documents in preparing the 2019 Annual Service Delivery Plan:

- Legislative requirement of the Local Government Reform Act 2014 and other relevant legislation/regulation
- National Government Policy
- Kildare County Council Corporate Plan 2015-2019
- Kildare County Development Plan 2017-2023
- Local Economic and Community Plan 2016 – 2021
- Service Level Agreement with Irish Water

The sections in this plan set out the high level objectives of each service area for 2019 together with the desired performance standard. They have been compiled having regard to the Strategic Objectives agreed in Kildare County Council's Corporate Plan 2015-2019 and the funding allocated to the services divisions in 2019 detailed as follows:

| Service Division | Expenditure Approved |
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| Housing and Building | €39,746,376 |
| Road Transport & Safety | €35,580,911 |
| Water Services | €9,859,801 |
| Development Management | €17,797,053 |
| Environmental Services | €19,650,605 |
| Recreation and Amenity | €11,143,832 |
| Agriculture, Education, Health & Welfare | €1,192,875 |
| Miscellaneous Services | €18,885,127 |
| Total Budget | €150,853,580 |

The performance of Kildare County Council will be measured across the standards set out in this document and an assessment of service delivery performance will be included in our Annual Report.

This plan provides a clear focus to enable the elected members and staff of Kildare County Council to work together to develop and improve the services that we deliver to our citizens.

Department/Service Area: Housing

The Housing Department aims to provide social housing support to persons who are unable to meet their housing need through their own resources. During 2019 the Housing Department will focus on housing delivery, having regard to Rebuilding Ireland: Action Plan for Housing and Homelessness. The Department of Housing, Planning and Local Government set targets for each local authority for the period 2017 to 2021; the target for delivery in Kildare is 2,603 units. This is the number of social housing homes for delivery via build, acquisition and leasing arrangements under specific programmes. In addition we will continue to work to deliver social housing through the Housing Assistance Payment and Rental Accommodation Schemes.

The following sets out the principal services areas, together with main objectives for the Housing Department, for 2019.

| Principal Services | Objective | Performance Standard |
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| Delivery of capital programme | To increase and maintain housing provision in County Kildare in line with the national objectives of Rebuilding Ireland: Action Plan for Housing and Homelessness and to have regard to social housing targets for the period 2017-2021. | <p>To advance Kildare County Council's Capital Programme.</p> <p>To deliver units through acquisition, where possible, but having regard to the Minister's direction that there will be a move away from acquisitions to the direct build programme, subject to availability of suitable development land.</p> <p>To prioritise the option of delivery of 10% of housing units on-site or off-site through Part V where suitable.</p> <p>To assess opportunities for delivery of housing through Joint Venture and turnkey projects and to progress, where possible, delivery of affordable housing units having regard to Affordable Housing Regulations and Guidelines due to be published.</p> |

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| | | <p>Review tendering options in terms of maximizing tender returns i.e. amalgamating different sites into one tender package.</p> <p>To assess opportunities for delivery of housing through rapid build.</p> |
| Renewal, refurbishment and maintenance of housing stock | To facilitate and support the co-ordination of the response and planned maintenance programmes with other areas of housing in order to provide a comprehensive and efficient service. | <p>Implement a planned maintenance programme.</p> <p>Provide a response maintenance service.</p> <p>Deliver the Self Help Tenant Support Scheme.</p> <p>Continue to refurbish vacant/derelict units subject to the availability of departmental funding.</p> |
| Delivery of social housing current expenditure programme | To ensure schemes delivered under the SHCEP [i.e. HAP/RAS/Leasing/Enhanced Leasing/Mortgage to Rent and Repair and Leasing Scheme] are administered in accordance with regulations and guidelines. | <p>To meet targets set by Department of Housing, Planning and Local Government in relation to the delivery of HAP, RAS and leased units.</p> <p>To support Approved Housing Bodies to deliver units in accordance with targets set under Rebuilding Ireland.</p> |
| Inspection of Private Rented Accommodation | Inspect private rented properties to ensure that they comply with minimum rental standards. | Deal with requests in a timely fashion and continue the roll out of the HAP inspection regime. |
| Allocations and Assessments | Facilitate customers in accessing social housing, and other supports, where they have demonstrated compliance with the necessary criteria. | <p>Process housing applications within 12 weeks as required by regulation.</p> <p>Undertake a housing needs assessment in 2019, in accordance with departmental guidelines.</p> |
| Homelessness | Provide homelessness services to those who find themselves | Continue to work to reduce the numbers of |

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| | homeless or at risk of being homeless. | <p>people who need to be placed in emergency accommodation, by increasing availability of housing stock and working closely with approved housing bodies and advocacy groups to reduce the numbers who find themselves homeless or at risk of being homeless.</p> <p>To support the Homeless HAP and the Homeless HAP Placefinder service.</p> |
| Estate Management | Implementation of Anti Social Behaviour Strategy as adopted by full Council in February 2017. | To continue to investigate complaints regarding Anti Social Behaviour and Estate Management through the Tenant Liaison Officer Service. |
| Delivery of housing grants programme | To continue to deliver the housing grants programme, subject to availability of departmental funding. | In tandem with delivery of the grants programme consideration will be given to allocation of a % of funding to category C applicants in 2019, subject to availability of adequate funding from the Department of Housing, Planning and Local Government. |
| Choice Based Lettings [CBL] | Continue to develop choice based lettings as a mechanism for allocation of social housing. | <p>Monitor the use of choice based lettings as a mechanism for allocation of social housing.</p> <p>Consider further the use of CBL as a mechanism for allocation of Approved Housing Body [AHB] units. This will require the assistance of the IT Department and the support of AHBs.</p> <p>Consider how best to further promote the use of CBL by social housing</p> |

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| | | applicants. |
| Traveller Accommodation | To deliver commitments contained in the Traveller Accommodation Plan 2014-2018. To prepare the Traveller Accommodation Plan 2019-2024. | Continue to work towards upgrade of Tankards garden Halting Site in 2019. Prepare the traveller accommodation plan 2019-2024 for adoption by 30 th September 2019 at the latest. |
| Strategic Plan for Housing Persons with Disabilities | To deliver commitments contained in the Strategic Plan for Housing Persons with Disabilities. | To schedule meetings of the Disability Strategy Steering Group during 2019 in order to review commitments contained in the Strategic Plan for Housing Persons with Disabilities. |
| Vacant Homes | To implement Kildare County Council's Vacant Homes Strategy | To assess vacant homes that have been identified to date and prioritise those that are considered suitable for social housing needs for acquisition or CPO. CPO procedures to be commenced as appropriate in order to secure vacant homes for social housing. |
| Rebuilding Ireland Home Loan | To implement the RIHL scheme, having regard to available funding. | Provision of loans to approved lending amount (currently €15 million) |
| General Data Protection Regulation [GDPR] | To have regard to requirements of GDPR and ensure they are introduced across the department. | Inventories and risk audits of personal data to be reviewed and any mitigation actions and controls to be implemented for high risk areas. |

Department/Service Area: Transportation and Public Safety incorporating Building and Development Control

The Roads, Transportation and Public Safety Directorate integrated Building and Development Control into the Directorate in early 2018, streamlining and rationalising services, with the objective of improving regulatory compliance and customer services in these areas. With responsibility for over 2,500 kilometers of roadway in County Kildare, the Directorate completes an annual road improvement and restorative maintenance programme. Major capital infrastructure projects are managed and delivered with annual funding provided by Government Departments and related Agencies, and direct funding from Kildare County Council.

The combined technical and administrative workforce ensures the safety of vehicles and vulnerable road users through the operation of an extensive traffic management system, >20,000 public lights, and a network of pedestrian crossings supported by 28 school wardens. Parking in the seven main towns in the County is regulated by local Bye Laws, while enforcement is provided through a combination of a private contracted service (APCOA) and KCC community wardens.

Fire Services are provided from six strategically located retained Fire Stations across the county. The Engineer, Educate, Enforce paradigm is used in the Fire Safety Section to enhance the fire safety in the built environment including the Emergency Management and Special Projects Section co-ordinates emergency management preparation across the council.

The Road Safety, Cycling and Sustainable Transport role will continue to develop and deliver roads safety measures and activities in the areas of *Education, Engineering, Enforcement and Evaluation*. This will include supporting Mobility Management Initiatives and other initiatives which support greater use of walking, cycling and public transport including Bike Week, European Mobility Week and other related promotions.

The Department also plays a key role in the area of access and disability and the development of initiatives with Local Access Groups. Walkability audits will continue in 2019, including participation in national *Make Way Day*.

Kildare is to the forefront of the delivery of housing developments. Our Building and Development Control section monitors the quality of these developments via a schedule of targeted inspections.

| Principal Services | Objective | Performance Standard |
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| Roads | Complete the Annual Restorative Maintenance and Improvement Programme | Kilometres of road maintained/improved |
| Roads | Support the installation of services, and facilitation of broadband rollout | Number of road opening licences issued |
| Road Design | Delivery of major capital infrastructure projects | Kilometres of new road designed/delivered |
| Road Design | Delivery of local traffic management projects | Number of projects delivered in the five (5) Municipal Districts |
| Road Design | Ensure the continued safety of Vulnerable Road Users | <ul style="list-style-type: none"> • New footpaths provided • Traffic calming schemes/junction improvements |
| Planning and Infrastructure | Ensure compliance with Design Manual for Urban Roads and Streets (DMURS) and other related Regulations and Guidelines | <ul style="list-style-type: none"> • Planning applications reviewed • Pre-Planning Meetings attended |
| Traffic Management | Ensure the continued safety of Vulnerable Road Users | New pedestrian road crossings (permanent and temporary) |
| Public Lighting | <p>Maintain the public lighting network</p> <p>Enhance lighting network (KLIPS)</p> <p>Commence Public Lighting Energy Efficient Project</p> | <ul style="list-style-type: none"> • Replacements/fault repairs • Infill and new lighting schemes • LEDs installed |
| Pay Parking | Administration and Enforcement of pay parking and associated Bye Laws | <ul style="list-style-type: none"> • Towns and Villages with parking controls • Number of fines issued • New bye laws introduced/bye law revisions |

| Principal Services | Objective | Performance Standard |
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| Road Safety | Revised Kildare Road Safety Plan | <ul style="list-style-type: none"> • Publication of new Road Safety Plan • Schools visited • Public events held/attended |
| Winter Road Safety | Implement the Annual Winter Salting programme | <ul style="list-style-type: none"> • Kilometres of roadway salted • Number of winter salting events • SWAT meetings held • MapAlert events/updates |
| Sustainable Transport | Promotion of National Cycle Policy | <ul style="list-style-type: none"> • Kilometres of cycle way constructed • Kildare Cycle Forum meetings • School Cycle Safety programmes delivered |
| Transport and Environmental Impacts | Prepare 3 rd Noise Action Plan and complete public consultation | Draft Noise Action Plan published |
| Civil Defence | Maintain sufficient operational readiness and capability, to deliver an appropriate response to Civil Defence emergencies and events | <ul style="list-style-type: none"> • Number of events attended |
| Health and Safety | Drive H&S/Welfare best practice through staff Consultation/communication/proactive monitoring. Continuously improve Safety Management System and adhere to H&S legislation. | <ul style="list-style-type: none"> • Compliance with H&S policies and procedures monitored on an ongoing basis. • Compliance with H&S legislation |
| Fire Safety | Enforce fire safety legislation in premises through a programme of inspection, licensing and enforcement, prioritised on the basis of risk. Support the legislated fire safety | <ul style="list-style-type: none"> • Premises inspected • Fire Safety |

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| | <p>requirements of the Building Control Act, through providing an efficient Fire Safety Certification process.</p> <p>Improve fire safety in vulnerable communities through the promotion of Home Fire safety Checks</p> <p>Maintain sufficient operational readiness and capability, to deliver an appropriate response to Fire Service Incidents.</p> <p>Co-ordinate the emergency planning function for Kildare County Council and arrange bi-monthly Major Emergency Management Committee meetings</p> | <p>Certificates issued</p> <ul style="list-style-type: none"> • Number of Home Fire Safety Checks • Number of fire incidents attended • MEMC meetings held • Local interagency exercises held • Kildare County Council specific exercises |
| Accessibility | <p>Demonstrate our commitment to maximising access and participation for persons with disabilities in all spaces, buildings, facilities and services owned or operated by Kildare County Council.</p> <p>Compliance with Disability legislation and Codes of Practice.</p> | <ul style="list-style-type: none"> • Develop defined relationships with local access groups in order to highlight and act on accessibility concerns. • Meetings with access groups |
| Development Control | <p>Inspect active housing estate developments to ensure that infrastructure is in compliance with required standards</p> <p>Progress the Taking in Charge process when requested by Developers</p> <p>Progress the Taking in Charge process when progressed under Section 180 of the Planning and Development Act, 2000</p> | <ul style="list-style-type: none"> • Number of inspections • Estates Taken in Charge • Estates Taken in Charge |

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| | <p>Manage the resolution of issues on unfinished estates to a point where they can be taken in charge</p> <p>Ensure adequate bonds are in place and agree level of bonds/phasing for all housing developments</p> | <ul style="list-style-type: none"> • Estates Taken in Charge • To administer and monitor bonds in accordance with Bond Procedures Manual 2012 |
| Building Control | <p>Process all Commencement Notices, 7 Day Notices, Disability Access Certificates, Certificates of Compliance on Completion and applications for Relaxation/Dispensation</p> <p>Risk based programme of Building Control inspections</p> <p>Prepare reports for the DHPCLG</p> <p>Prepare data for service indicators</p> | <ul style="list-style-type: none"> • Number of Commencement Notices Processed • Number of Disability Access Certificates • Number of Certificates of Compliance on Completion • Number of inspections • Meet Department deadlines • Meet NOAC Deadlines |

Department/Service Area: Development Management

The Kildare County Development Plan (CDP) was adopted in 2017 and will undergo a two year review during 2019. The Regional Spatial and Economic Strategy (RSES) are expected to be adopted by the Eastern & Midland Regional Assembly during the first half of 2019. This is likely to impact on policies of the CDP and various local area plans.

The Naas Local Area Plan is expected to be finalised in 2019. Work will also continue on the Athy Local Area Plan and will commence on the Maynooth Local Area Plan and Kildare Town Plan.

The Planning Department continues to deal with planning applications of varying sizes and levels of complexity. Pre-planning meetings are designed to deal with prospective applicants for large scale residential or commercial developments, and the department will continue to facilitate pre-planning meetings during 2019.

Monthly pre-planning clinics dealing specifically with prospective applicants for one-off houses or small-scale commercial developments will continue in 2019.

Applications for Strategic Housing Developments are made directly to An Bord Pleanála, and the department will continue to engage with the Board on such developments.

Preparations will also commence for the proposed nationwide introduction of E-Planning. Changes in how the council manages public consultation processes are expected to take place in 2019.

Reports of unauthorised development will be pursued and appropriate enforcement action taken. Where necessary, cases will be referred for legal action.

A County Heritage Plan will be completed during 2019. The Conservation Officer will facilitate the roll-out of the Built Heritage Investment Scheme and Structures at Risk Schemes as approved by the Department of Culture, Heritage and the Gaeltacht.

Local heritage and conservation will be promoted to ensure that they receive due consideration at local level.

| Principal Services | Objective | Performance Standard |
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| Strategic Planning | <p>Complete review of Naas Local Area Plan.</p> <p>Prepare and complete Local Area Plans for Athy, Maynooth and Kildare town.</p> <p>Review of County Development Plan</p> <p>Manage public consultation processes and statutory timelines in respect of statutory plans</p> | <p>Plan completed and adopted.</p> <p>Plans prepared and presented to members for adoption.</p> <p>Progress report completed and presented to elected members for noting. Compliance with statutory requirements – proposed new online facility implemented.</p> |
| Development Management | Maintain a professional development management structure and processes which facilitate economic development and growth in the county | Full compliance with statutory timelines. Manage and continue to collaborate on implementation of proposed national E-planning service portal |
| Planning Control | Proactively monitor planning enforcement | <p>Review and investigate reports of unauthorised development</p> <p>Compliance with relevant statutory requirements. Meet NOAC deadlines for Service Indicators.</p> |
| Heritage & Conservation Services | Manage the provision of heritage & conservation services across the organisation | Heritage plan in place. Compliance with legislative requirements. |

Department/Service Area: Community Services

Community and Cultural services develop and lead initiatives aimed at providing civic leadership and opportunities for community engagement. Community & Cultural Services section continues to support community leadership and engagement through Community grants, Community Development supports, Comhairle na nÓg and the Kildare Age Friendly County Programme, in addition to co-ordinating the participation of Kildare Sports Partnership, Parks and Landscaping, Tourism promotion, Joint Policing Committee, Integration Strategy, Public Participation Network and others.

Kildare Local Community Development Committee (LCDC) aims to achieve a more strategic, joined-up approach to local and community development. The Local Economic and Community Plan (LECP) which was completed in December 2015, provides the framework for community and economic development for the county. Work is commencing to review the actions of this plan. Kildare LCDC continues to provide oversight and leadership to the implementation of two national programmes a) Social Inclusion Community Activation Programme (SICAP) b) Rural Development LEADER Programme and emerging funding streams such as Healthy Ireland, Community Enhancement Programme.

The Parks Department provides Kildare County Council's landscaping service. This section also delivers a wide range of work across the county related to provision, design and maintenance of recreation and amenity facilities. The main priorities for 2019 are:

- Delivery of playgrounds in Castledermot, Sallins, Caragh and Eadestown
- Commence preparation of masterplan for amenity lands in Sallins and Carton Avenue, Maynooth
- Design for Boardwalk in Newbridge
- Commence detail design for Cherry Avenue Park

The Community Development Team actively engages with communities to identify needs source funding and build capacity to enable those communities to meet their needs. The team works from a social inclusion perspective and is involved in the following key activities

- Community workers assigned to identify local authority estates under a social inclusion remit.
- Age Friendly Programme
- Athy Community Enterprise Centre
- Kildare County Pride of Place

| Principal Services | Objective | Performance Standard |
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| Support and enhance local democracy | To recognise that local democracy has placed Councilors at the heart of the local authority as accountable public service providers. | Continue to promotion all events in Municipal District areas to support Councilors and their work |
| | To promote consultation and communication through partnership with local councilors and identified groups from a social inclusion perspective | Work programme in place and monitored by a continued basis (b) meetings attended as required |
| To develop and grow Kildare's social and physical infrastructure | Collaborative cross department and inter department working ongoing as necessary | Attend regular meeting |
| | Continue to respond to citizens' needs through best practice models and an integrated approach for delivery of services | Explore models of best practice and funding opportunities |
| | Provide community development supports to identified Local Authority estates across the county | Community worker assigned to work programme areas as agreed with management |
| | To continue the work of Comhairle na nOg under the National Policy Framework for children and young people | Community worker to attend steering group meetings and AGM. To provide liaison support for Comhairle committee to visit Council office as required. |

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| <p>Kildare Age Friendly Programme</p> | <p>To work in partnership with the National Office to roll out the programme at county level</p> | <p>To review the current strategy and develop a new strategy for 2019-2021. Performance to be monitored and reviewed on an ongoing basis by the Age Friendly Alliance</p> |
| <p>Active Citizenship/Community Engagement</p> | <p>Support the work of community groups, particularly those with a social inclusion remit, facilitating community participation and those fostering governance and local decision making.</p> <p>To continue to focus on social inclusion as a means of tackling poverty and disadvantage.</p> <p>To continue to work to increase the delivery of services on an outreach basis as resources allow.</p> <p>Evaluate and monitor participation by local community groups in Local Authority estates</p> | <p>Community profiles/Needs analysis prepared to identify target groups and projects designed to meet those needs</p> <p>Identify gaps and report accordingly</p> <p>Tidy estates competition /Youth Endeavour awards organised and run annually</p> <p>To organise and run the County Community awards night in partnership with Maynooth University</p> |

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| National Pride of Place | To highlight excellence in community development projects around the county of Kildare. | To submit entries to National Pride of Place and support the project representing the county. |
| Supporting Social Inclusion within our community | Collaboration with agencies to deliver socially inclusive projects within our community | Acquisition of appropriate land is vital to the success of delivering the Athy Traveller Horse Project. |
| Enterprise Centre Management | To support existing enterprise and to develop new social enterprises in the community and deliver the Athy Regeneration Strategy | Athy Enterprise Supports, Athy Barge Tours, Athy Bike and Canoe Hire and Athy Regeneration actions delivered |
| Promotion and delivery of festivals and events within the community | Delivering 3 festivals via the Athy Town Promoters Group | Facilitates the work of the group and sources finance for the events. Evaluation on effectiveness of the events. |
| Kildare Public Participation Network (PPN) | To work to enhance community participation and active citizenship through capacity building and training, in conjunction with the PPN | To support the PPN Secretariat to develop work programme to enable engagement in the decision making structures of the local authority |
| Joint Policing Committee | Continue to support and develop the work of the Kildare Joint Policing Committee (JPC) | To ensure successful delivery of the Kildare JPC 2016-2020 Strategy |
| Local Community Development Committee (LCDC) | To promote and support the LCDC to carry out its work to increase and develop a co-ordinated approach to community development | To ensure that Kildare LCDC continues to carry out, develop and expand its' work in line with national and local priorities. |

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| Local Economic and Community Plan (LECP) | To support continued implementation of the community elements of Local Economic and Community Plan in Kildare | To ensure continued progress is made to implement the LECP 2016-2021 and to complete the review process in line with national guidelines. |
| Rural Development LEADER Programme | To support the Local Community Development Committee to oversee the rollout and delivery of the Rural Development Programme | To ensure that the Rural Development LEADER Programme priorities 2019 are fully implemented. |
| Social Inclusion Community Activation Programme (SICAP) | To support the Local Community Development Committee to oversee the rollout and delivery of the Social Inclusion Programme 2018-2021 | To ensure that the SICAP priorities 2019 are fully implemented. |
| Healthy Ireland | To support the LCDDC to oversee the HI strand 2 priorities and agree priorities for HI strand 3 | To ensure that Healthy Ireland Priorities 2019 are fully implemented and priorities are agreed for the next round of funding. |
| Tourism | To promote and develop Kildare as a place to live, learn, work, visit and do business. Working with Community Development to deliver Tourism Initiatives within the county and to capitalise on funding opportunities through the Rural Leader Programme, REDZ, Town and Village Renewal, Interreg Tourism plan for Kildare. | To continue to work with state agencies, Fáilte Ireland, Waterways Ireland, Kildare Fáilte and other local stakeholders to promote tourism in Kildare and to facilitate the provision of tourism infrastructure. Delivery of Barge project Canoe and Bike Hire and Walking Tours along the River Barrow. To deliver on the Kildare Tourism Strategy in partnership with Kildare Fáilte. |

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| Parks, Amenities and Recreational Facilities | <p>To develop and grow Kildare's social and physical infrastructure</p> <p>Supporting the development and enhancement of local sports, leisure, recreational and arts facilities.</p> | <p>Develop an annual programme of works for the development and maintenance of recreational and amenity space.</p> <p>Promoting access to community based sports and recreational opportunities.</p> |
| Kildare Sports Partnership | To increase participation in sport and physical activity through the coordination of quality programmes, training and services and by developing partnerships and promoting inclusiveness. | To ensure the implementation of the Kildare Sports Partnership Strategic Plan 2017-21 which targets specific low participation groups and helps ensure that local resources are put to the best possible use. |
| Kildare Community Stories Facebook Page | To increase the visibility and value of the community work that is carried out and supported by the Community & Cultural Section by showcasing it in a positive, relevant and engaging way. | Facebook Insights – Post Reach, Post Engagement, Video Views, Page Likes, Page Follows, Clicks to our Website etc. |
| Twinning | To support twinning groups in the county to ensure that they are developing strong economic, cultural and tourism links as part of their programmes | <p>To ensure twinning groups adhere to Kildare County Councils Twinning Policy.</p> <p>Establishment of a twinning network and webpage in 2019</p> |

Department/Service Area: Economic Development

The Business Support Unit of Kildare County Council incorporates the Local Enterprise Office and the Economic Development Team to form a central point of contact for all businesses in County Kildare. It nurtures a pro-business environment working with local businesses, key stakeholders and enterprise support organisations. The Business Unit in Kildare County Council works to make County Kildare an attractive and competitive location for setting up and doing business; thus creating a strong and sustainable county economy with a strong focus on employment creation and on accessing external international markets.

If a business is relocating or expanding, or where an entrepreneur is starting a new enterprise, the Business Support Unit will be available to effectively guide and facilitate them through their journey.

| Principal Services | Objective | Performance Standard |
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| Local Enterprise Development services <ul style="list-style-type: none"> • First Stop Enterprise & Business Support Solution • Make It Easier to do Business | Provide supports, guidance and solutions that make it easier for entrepreneurs, owners and managers to identify opportunities and implement actions to start-up, grow and survive within a competitive business environment in Kildare. In particular to integrate the services of the LEO with key sections within Kildare County Council. | Acting as “the first point of contact” at local level to be the recognised business information, advice and referral service within the county for anyone wishing or proposing to establish or expand a new or existing business; so that all business enquiries receive appropriate and timely information and direction. |
| Enterprise Support Services: <ul style="list-style-type: none"> • Maximise Business Potential | Seek to create employment opportunities throughout the county by facilitating the establishment of new businesses and by enhancing the development and sustainability of existing Indigenous and FDI businesses. Deliver a quality suite of support services that equip | The provision of high quality supports and services that will promote entrepreneurship, foster business start-ups and develop existing businesses of all sizes and sectors and drive the local economy |

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| <ul style="list-style-type: none"> • Maximise Key Sectors | <p>entrepreneurs, CEO's, owners and managers with the knowledge to plan, grow and sustain their businesses; in particular through innovation and internationalisation, enhanced efficiency and competitiveness.</p> <p>Support the development of small and micro businesses in Kildare by assisting in enhancing their competitiveness, innovativeness, export-orientation, management capabilities and sustainability.</p> <p>To increase the pool of indigenous business at local level; in particular the number of growth-oriented and export-oriented businesses and, where appropriate, assist in the development and transfer of high potential clients to Enterprise Ireland</p> <p>Support business creation and development in key sectors and areas of identified opportunity for Kildare: Equine, medical devices/e-health, food, creative sector, engineering, ICT/mobile technologies and spin-outs.</p> | <p>The development and implementation of sector specific initiatives which will include facilitated Networks, new support models, new enterprise infrastructure and facilities as identified in the Mid East Enterprise Plan.</p> |
| <p>Entrepreneurship Support Services:</p> <ul style="list-style-type: none"> • Promote a Best Practice Enterprise Culture | <p>Act as the catalyst and advocate for the establishment of a best practice enterprise culture among start-ups, micro and small businesses whilst also promoting enterprise and self-employment as a viable</p> | <p>Working with Maynooth University and KWETB Secondary and Primary Schools to seek to increase the level of entrepreneurship within and arising from the education sector in the</p> |

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| | career option among the wider population. | region; especially from third level. |
| <p>Local Economic Development Services:</p> <ul style="list-style-type: none"> • Create an environment for Start-Ups. • Enterprise Coordination | <p>Provide focus and direction, through the Local Enterprise Office, for collective enterprise and economic actions at local level by coordinating the activities and actions of all enterprise and economic stakeholders and agencies at local and regional levels and in particular to achieve enhanced outcomes through added-value collective projects.</p> | <p>Leverage the full range of potential enterprise support/economic development promotion mechanisms across the Local Authority economic development remit, including enterprise space, rural & urban economic development funds and Regional Enterprise Development Funds.</p> |

Department/Service Area: Environmental Services & Water Services

The Environment Department functions and objectives are managed in a sustainable manner in line with national and regional policies. Kildare is one of 12 counties which operate within the Eastern Midlands Region Waste Management Plan 2015-2021. The priorities for the region in 2019 will address illegal activity and unaccounted for waste, construction and demolition waste and capacity challenges and dealing with sites with illegally deposited waste.

Kildare will continue to carry out its functions in accordance with the Environmental Protection Agency's (EPA) 'Recommended Minimum Criteria for Environmental Inspections' (RMCEI Plan) 2019. The plan identifies and prioritises enforcement activities.

It is expected that a decision from the EPA in relation to the approval of the Industrial Emissions Licence in respect of the Kerdiffstown Landfill Remediation Project will be made early in 2019.

Water and waste water functions are provided by Kildare County Council on behalf of Irish Water under the terms of a Service Level Agreement (SLA).

Kildare also directly manages the rural water programme which includes Group Water Schemes and well grants.

| Principal Services | Objective | Performance Standard |
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| Flood Management | Progress Flood Relief Schemes in conjunction with Office of Public Works | Advancement of Priority Minor Works Schemes as agreed with OPW |
| Energy Management | Reduce Kildare County Council energy Usage in accordance with national policy targets | To continue to work towards achieving energy efficiency savings of 33% by 2020 |
| Veterinary Public Health | Delivery of veterinary public health objectives | Implementation of Kildare County Councils Service Level agreement with the Food Safety Authority of Ireland (FSAI). |

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| Waste Management | Implementation of waste management legislation and the Eastern midlands Regional waste Management Plan. Achieving targets set in the annual Environmental Inspection Plan, i.e. Recommended Minimum Criteria for Environmental Inspections (RMCEI) | Meet Statutory requirements and implementation of policies for waste management and enforcement |
| | Delivery of the targets specified in both the RMCEI and Irish water Service Level Agreement | Achieve 100% sampling testing and reporting requirements for public drinking water supplies and specified in Environmental Inspection Plan (RMCEI) and Service Level Agreement. |
| Water Quality (Surface and Ground Waters) | Maintain and Improve water quality status of surface waters and ground waters in accordance with the River Basin Management Plan (Water Framework Directive). | Achieving monitoring requirements specified in the Environmental Inspection Plan (RMCEI) and the improvement of water quality status. |
| Enhancing the Built environment | Monitor and seek improvements to existing building in towns and villages in the county through proactive engagement with owners (and enforcement of derelict sites and dangerous structures legislation, where necessary). | To continue to work to address dereliction in cooperation with local tidy towns and community groups. |

Department/Service Area: Library and Arts Service

A number of key actions from Ideas Realised: Spreading the Word... Library Services Development Plan 2015 – 2019 and Arts Strategy 2018-2022 will be delivered on in 2019.

The Library and Arts Service will deliver a high quality range of learning, literacy, reader development, cultural, arts and heritage programming through the County Programming Team while also delivering on relevant elements of the 2019 Decade of Commemorations Programme and Kildare's Creative Ireland Strategy.

Priority areas for 2019 are the Children and Young People, to include a Young Filmmakers group in Ballitore and the further development of arts, health and well being initiatives, including the Voices of Spring choir (North Kildare) and Past Times Community Choir (Naas), Dance and Supporting Artists.

| Principal Services | Objective | Performance Standard |
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| Library Services | Provide countywide access to library facilities and opportunities for all to engage with the arts. | Implement National Public Library Strategy. Range of library services maintained and/or enhanced through participation in national and local partnership projects; national request delivery system and national offers of eCollections. |
| | To promote reading and literacy development | Engagement with Right to Read and associated local programmes. Progress reader and collection development. Engage in collaboration opportunities. |
| | To promote and enhance the cultural and artistic life of Kildare. | Deliver on the <i>Kildare Culture and Creativity Strategy 2018-2022</i> , the Kildare Creative Ireland Programme for 2019, |

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| | | Decade of Commemorations 2019 Programme, <i>Ideas Realised: Spreading the Word 2015 – 2019</i> and continue to develop and promote the library service County Programme of Events. |
| Local studies and research services | Continue to enhance and develop library building stock and resource local libraries as focus points of the community. | Library building stock and resources enhanced and developed. To progress the Naas library capital project, to further develop the County Library Campus Facility, to investigate options to develop a new library in Clane and develop access to digital technologies. |
| Arts Service | Provide countywide access to library facilities and opportunities for all to engage with the arts. | Provision of an inclusive arts service that engages with diverse communities across the county and across art-form and with cognisance for the priorities agreed within the Arts Council Framework Agreement. |
| | To promote and enhance the cultural and artistic life of Kildare | Deliver on the 'Short Grass Stories - An Arts Strategy for Kildare County Council 2018-2022' and continue to develop and promote the arts service |

Department/Service Area: Finance

The Finance Department, under the management of the Head of Finance, has primary responsibility for a range of functions including:

- Budgets
- Financial management and reporting
- Accounting
- Payments
- Revenue collection (including rates, rents, housing loans)
- Treasury management
- Development contribution collection
- Motor Tax

| Principal Services | Objective | Performance Standard |
|---------------------------------|---|---|
| Budgeting & Financial Reporting | <p>Prepare Annual Statutory Budget for 2020</p> <p>Prepare 3 Year Capital Programme</p> <p>Prepare & Publish Annual Financial Statements</p> <p>Prepare various Quarterly Returns (Payroll/Loans/GGB)</p> | <p>Engage with relevant stakeholders including CPG & Finance Committee to form Revenue Budget 2020.</p> <p>Update Capital Programme 2020-2023.</p> <p>Ensure accurate and timely transactions in the FMS system, together with the implementation of end of year close off procedures to ensure AFS completed for Department deadlines.</p> <p>Ensure appropriate procedures in place to make quarterly returns are submitted within Department timeframes.</p> |
| Treasury Management | Review Treasury Management policy/procedures regularly to maximise returns | Treasury Management policy and procedures reviewed. |

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| Rates Administration | Maximise effective rateable valuation base | Remove properties no longer rateable from rate base. Regular monitoring to ensure new properties are included for valuation. |
| Revenue Collection | Maximise collection levels of rates, rents and loans | Account portfolio managed effectively, including efficient and timely institution of legal proceedings. Maximise number of Shared Ownership loans moved to annuities /more sustainable options. Outstanding debts reviewed on a regular basis. |
| Payments | Ensure all payments (suppliers/travel/payroll) made in an accurate and timely manner | Maximum number of payees paid by EFT. Compliance with Prompt Payments Act. |
| Development Levy collection | Maximise collection levels | Account portfolio managed effectively including issuing of legal proceedings |
| Motor Taxation | Provide and efficient postal and counter Motor Tax service | Service levels reviewed regularly |

Department/Service Area: Information Systems

The principal focus for I.T. in 2019 is the protection of council information assets. Primarily I.T. will look to protect the organisation against a cyber security incident e.g. ransom ware. Compliance with GDPR and the provision of robust and resilient information management systems and solutions to protect the council in the event of an infrastructural failure is included in this area. An initiative, termed a 'Disaster Recovery' or DR solution is an ongoing project over a number of years to include technologies such as virtualisation, resilient links, off-site data storage and the use of the Cloud where appropriate. The second area of focus is in assisting service delivery sections to examine current work practices and to look for ways to improve the flow of work thereby reducing delivery times and improving customer services. This initiative involves the development of customer service channels via web, mobile and social media, the ongoing development of the Council's Customer Relationship Management (CRM) system and the use of technology where appropriate, e.g. increased use of document scanning and electronic retrieval. Finally, in 2019 I.T. will continue to provide excellent levels of technical support service to staff and to members, will be responsive to organisational needs and will strive for maximum up-time on all hardware and software in use in the council.

| Principal Services | Objective | Performance Standard |
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| Cyber Security | Implement systems and technologies to protect council assets and organise ongoing training programmes for staff awareness to the dangers of cyber crime. | Deliver required training. Implement appropriate systems and tools. |
| Services to the Public | Develop a new public facing website for public interaction with the council to include public consultations, transaction processing, GIS and Social Media. | Continue to innovate, deliver and improve the council's online footprint to the public. |
| Technical Support | Continue to deliver effective technical support to elected members and to staff in a cost effective and efficient manner. | Deliver responsive support to internal customers. |

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| Deliver Internal Efficiencies | Continue to work closely with service delivery sections to improve information and transaction workflow. | Deploy appropriate business software solutions and associated infrastructure. |
| Data Management | Deliver resilient systems that will assist the organisation to store, manage and process data in a compliant and effective manner. | Continue to assist the DPO in the council's GDPR compliance programme. Protect information assets in the event of a DR incident. |

Department/Service Area: Human Resources

The Human Resources Section's core activities include recruitment, staff training and development, staff welfare, industrial relations and superannuation.

During 2019 the section will continue to promote staff training and development, good attendance, a safe and healthy work environment and stable industrial relations. Recruitment campaigns will continue throughout the year to ensure that all available posts are filled as required.

| Principal Services | Objective | Performance Standard |
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| Recruitment | To ensure best recruitment practice is followed and that the human resource needs of the organisation are met. | Responsive, effective, and flexible Recruitment Programme in place to meet organisational needs and fulfil the requirements of the agreed Workforce Plans |
| Staff Training & Development | Progress staff training and development in line with the strategic direction of the organisation and the training needs as identified through the PMDS process | Training and development supports to meet staff and organisational needs. |
| PMDS | To support and maintain PMDS in the organisation | Team Plans and PDPs completed and reviewed across all Departments and Sections |
| Attendance Management & Staff Welfare | To ensure that Management and Staff are supported so that the organisation is best placed to meet current workloads, deadlines, change management and future challenges in a healthy and safe work environment | Provision of Employee Assistance Programme Other ongoing support as required |
| Industrial Relations | To continue to promote good industrial relations | Ongoing regular meetings with all trade unions |

Department/Service Area: Corporate Services

The Corporate Services Departments core activities include operating the main switchboard, and customer service points, providing support services for the elected members, servicing council meetings, maintaining the register of electors, dealing with freedom of information/data protection and Facilities Management.

To meet the needs of all customers the dedicated Customer Service Units located at Level 1, Áras Chill Dara and Athy Customer Service Point will continue to provide information on services and deal with customer enquiries in an efficient and courteous manner. Similarly, Members Services will provide a comprehensive and accessible service to the 40 elected members of Kildare County Council. Local Elections will be held in May 2019 and a new council will be elected. A change to local electoral area boundaries will be implemented for the Local Elections which will see the county divided into eight local electoral areas with the number of members (40) and the number of Municipal Districts (5) remaining the same.

A key focus in 2019 will be continued delivery of a quality services to both members and customers and as part of this we look forward to the launch and roll out of revised customer service policies during the year. 2019 will also see work being carried out on revising the Corporate Plan.

| Principal Services | Objective | Performance Standard |
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| Members Services | To continue to develop and support the democratic role of the elected members To prepare for and service the new council (June 2019) | Meetings serviced, agenda business transacted, Follow up actions carried out. Statutory requirements adhered to. Appropriate training and facilities provided for the new council |
| Electoral Register | To maintain the Register of Electors To prepare for, and conduct the Local Elections 2019 | Publish the Register of Electors in accordance with statutory requirements. Elections in May 2019 |

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| Customer Services | <p>To deliver quality customer service focused on responding to the needs of the community.</p> <p>To review and promote awareness of customer services policies</p> | <p>Focus on customer expectations and carry out a survey to ensure delivery of a quality customer service</p> <p>Review policies, update and implement</p> |
| Communications and Promotion | <p>To ensure effective internal and external communications</p> <p>Promote activities and services provided by Kildare County Council</p> | <p>Review the Communications Strategy 2016 – 2019</p> <p>Continue to monitor media reporting through the use of social media</p> <p>Provide up to date information to the public</p> <p>Increase followers on our social media pages</p> |
| Irish Language | <p>To promote the use of the Irish language through the implementation of the Languages Scheme 2018 – 2021</p> | <p>Implement the Language Scheme 2018 – 2021.</p> |
| Access to Information | <p>To ensure compliance with legislative requirements in relation to FOI, Data Protection, Ombudsman complaints and Protected Disclosures.</p> <p>To advise the Council on compliance with the Data Protection Act 2018, General Data Protection Regulation (GDPR) and related guidance of the Data Protection Commission.</p> | <p>Requests, complaints and protected disclosures addressed within the relevant statutory timeframes.</p> <p>FOI Decision Makers attending annual FOI training</p> <p>New staff receiving Data Protection induction.</p> <p>Existing staff attending related training (where required).</p> |
| Facilities Management | <p>To operate and maintain all corporate buildings to a high standard</p> | <p>Safe, suitable, accessible facilities for customers and staff</p> |