Kildare County Council

Annual Service Delivery Plan 2023

CONTENTS

INTRODUCTION

Kildare County Council's Annual Service Delivery Plan 2023 underpins the objectives set out in the Council's Corporate Plan and outlines the objectives for service delivery, with measurable performance standards and targets, which Kildare County Council will set out to achieve in the year ahead.

Section 50 of the Local Government Reform Act, 2014 requires the Council to prepare an Annual Service Delivery Plan, to be adopted by the elected members of the Council.

The Annual Service Delivery Plan is developed within the context of the vision of the Council's Corporate Plan "working together towards an inclusive and sustainable County."

KILDARE COUNTY COUNCIL PRIORITIES

The Corporate Plan sets out the vision, mission, strategic objectives and supporting strategies of Kildare County Council for the period 2019 - 2024. The Annual Service Delivery Plan, guided by these supporting strategies, sets out the operational objectives and plan for each individual year, for the delivery of the Corporate Plan.

Strategic Objectives 2019 - 2024

These Strategic Objectives provide the framework for service delivery for that period. The Annual Service Delivery Plan 2023 sets out how these objectives and strategies will be progressed during the year ahead.

KILDARE COUNTY COUNCIL RESOURCES

The Annual Service Delivery Plan 2023 has been prepared consistent with Budget 2023 as adopted by the members.

The funding allocated to the service divisions in 2023 are as follows:

Service Division	Revenue Expenditure Approved Y2023
Housing and Building	€66,041,329
Road Transport & Safety	€40,811,537
Water Services	€10,173,800
Development Management	€25,605,882
Environmental Services	€21,946,861
Recreation and Amenity	€14,018,019
Agriculture, Education, Health & Welfare	€1,376,435
Miscellaneous Services	€19,069,927
Total Budget	€199,043,790

The following staff resources were in place on 31 December 2022:

Managerial	10
Clerical/Administrative	457
Professional/Technical	210
Outdoor	271
Retained Firefighters	31
Temporary Staff	32
Total	1011

INFORMATION SYSTEMS

The primary focus for the Information Systems department in 2023 will be to:

- Focus on maintaining and expanding cyber resilience;
- Support the deployment of ePlanning and tender process for a new Planning admin system;
- Continue to upgrade and enhance existing business systems;
- Install a new Chamber AV system to support hybrid council meetings and enable live streaming capability; and
- Continue the provision of a high-quality IT support to our users

2023 Service Delivery Plan

The table below sets out the services that will be delivered by the Information Systems department in 2023:

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022 unless otherwise stated)
6.4	Support the functions of Kildare County Council through innovative ICT solutions.	Cyber Security - Implement systems and technologies to protect council assets and organise ongoing training programmes for staff awareness to the dangers of cybercrime.	Continue to run staff IT security training and mock phishing exercises for all staff	Aim for 95% attendance/completion of training and reduce click rate on mock phishing
6.4	Support the functions of Kildare County Council through innovative ICT solutions.	Cyber Security - Implement systems and technologies to protect council assets and organise ongoing training programmes for staff awareness to the dangers of cybercrime.	Change IT password policy	Applied to all staff
6.4	Support the functions of Kildare County Council through innovative ICT solutions.	Cyber Security - Implement systems and technologies to protect council assets and organise ongoing training programmes for staff awareness to the dangers of cybercrime.	Use a third party to perform a third IT security risk assessment	69% in 2022

Complete by Q3 2023 – aim for 75% CIS score in 2023 |

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022 unless otherwise stated)
6.4	Support the functions of Kildare County Council through innovative ICT solutions.	Cyber Security - Implement systems and technologies to protect council assets and organise ongoing training programmes for staff awareness to the dangers of cybercrime.	Re-enforce the organisation's IT security procedures.	Continue to add layers to IT security defences
6.4	Support the functions of Kildare County Council through innovative ICT solutions.	Services to the public - enhance the public facing website for public interaction with the council to include updates to, new citizen and members portal and GIS	Continue to enhance the council website through enhancing security posture and improve accessibility rating	Support the Irish Language Scheme

Host new citizen portals through MyCOCO, and member portal.

Re-platform the web site in the Cloud to a more secure environment

Increase accessibility score from 65% to 75% (Silk tide rating) – also aim for high rating from NDA assessment. |
| 6.4 | Support the functions of Kildare County Council through innovative ICT solutions. | Services to the public - enhance the public facing website for public interaction with the council to include updates to, new | Open Data | Adhere to new 'Open Data' legislation (July 2021), each department will conduct an audit to identify all databases and datasets in the council which could be |

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022 unless otherwise stated)
		citizen and members portal and GIS		made available as open data to be published to data.gov.ie. Data audit by department completed in 2022, will start moving data to data.gov.ie in 2023 with a target of 30 datasets moved to data.gov.ie
6.4	Support the functions of Kildare County Council through innovative ICT solutions	Services to the public - enhance the public facing website for public interaction with the council to include updates to, new citizen and members portal and GIS	Develop new communications channels for public engagement	Deployment of new MyCOCO portal for citizen services – Q2 2023 Further deployment of SUBMIT.com online application solutions e.g. Affordable Housing
6.4	Support the functions of Kildare County Council through innovative ICT solutions	Technical support - continue to deliver effective technical support to elected members and to staff in a cost effective and efficient manner.	Roll out of new services to members & members services	New members portal – Q2 2023 New meetings management solution (Backoffice Q2 2023)
6.4	Support the functions of Kildare County Council through innovative ICT solutions	Support the functions of Kildare County Council through innovative ICT solutions	Issue tender for full integrated solution for the existing chamber including, AV, integrated voting,	Tender issued Q3 2022 Select vendor Q1 2023

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022 unless otherwise stated)
			streaming and hybrid meetings.	Start implementation Q2/Q3 2023
6.4	Support the functions of Kildare County Council through innovative ICT solutions	Deliver internal efficiencies - continue to work closely with service delivery sections to improve information and transaction workflow.	Continue to use Business Process Improvement	Work closely with the new systems innovation role to support more streamlined processes e.g., Robotic Process Automation, MyCOCO
6.4	Support the functions of Kildare County Council through innovative ICT solutions.	Deliver internal efficiencies - continue to work closely with service delivery sections to improve information and transaction workflow.	Using the Microsoft o365 products to enhance data collection and information delivery	Further extend Dynamics CRM functionality. Start migrating on-prem data to SharePoint (LA Docs), implement new meetings management tool using SharePoint (Meeting Point), new Intranet using SharePoint, roll out executive dashboard using Power BI, Develop Apps using Power Apps and internal forms using MS forms.
6.4	Support the functions of Kildare County Council through innovative ICT solutions.	Deliver internal efficiencies - continue to work closely with service delivery sections to improve information and transaction workflow.	Development of an enterprise reporting strategy	Use Microsoft Power BI for the development of all new enterprise reporting requirements working closely with CDU (LGMA)

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022 unless otherwise stated)
6.4	Support the functions of Kildare County Council through innovative ICT solutions.	Deliver internal efficiencies - continue to work closely with service delivery sections to improve information and transaction workflow.	Procurement and implementation of a new planning administration system	Support the planning department in the procurement and implementation of a new planning administration system which will have full integration into the new LGMA ePlanning solution.
6.4	Support the functions of Kildare County Council through innovative ICT solutions.	Deliver internal efficiencies - continue to work closely with service delivery sections to improve information and transaction workflow.	Upgrade existing applications	Ongoing upgrades to iHouse & iPlan
6.4	Support the functions of Kildare County Council through innovative ICT solutions.	Continue to support remote working	Continue to deploy solutions that support remote working	Continued deployment and management of laptops to enable staff to work remotely.

Further development of online forms using SUBMIT.com e.g., Housing (Affordable housing scheme)

Extend the use of all o365 Products, Dynamics, |

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022 unless otherwise stated)
				SharePoint, Power BI, Power Apps, MS Forms Build voting functionality through TEAMS for council meetings. Investigate using TEAMS for backup phone system. Build in extra layers of IT Security to support remote workers
6.4	Support the functions of Kildare County Council through innovative ICT solutions.	Data Management - deliver resilient systems that will assist the organisation to store, manage and process data in a compliant and effective manner.	Data Governance	Continue to support better data governance around areas such as Open data, personal data, data security, data classification.
6.4	Support the functions of Kildare County Council through innovative ICT solutions.	Data Management - deliver resilient systems that will assist the organisation to store, manage and process data in a compliant and effective manner.	Data hosting	Start migration of on-premises data from file shares & iDocs to SharePoint (LA Docs) – this project will take several years to complete.

LIBRARY & ARTS SERVICES

Several key actions from *Recover, Refocus, Re-energise* the Interim Library Services Development Plan 2020 – 2022 and 'In Perpetual Motion: An Arts Strategy for Kildare County Council 2023-2027' will be delivered in 2023.

The Library and Arts Service will continue to deliver a high-quality range of learning, literacy, reader development, cultural, arts and heritage programming through the County Programming and Arts Service team, while also delivering on relevant elements of the final year of the Decade of Commemorations Programme and Kildare's Creative Ireland Strategy 2023-2027.

Key priorities for the Library Service in 2023 will include the completion and official opening of Naas Library and Cultural Centre, the public consultation for and development of a new five-year plan in line with the National Public Library Strategy, and the continued promotion of the library as a community asset supporting social and cultural inclusion.

Priority areas for the Arts Service in 2023 are the publication of a new arts strategy 2023-2027, to deliver a Dance Summer School in St. Patrick's College, Maynooth, to present an exhibition of curated works from Kildare's Municipal Art collection, to support artists and communities through Arts, Health and Wellbeing programming and to deliver a vibrant Culture Night programme of events.

2023 Service Delivery Plan

The table below sets out the services that will be delivered by the Library & Arts Service in 2023:

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
4.6	To deliver a library service which meets the information, learning, recreational and cultural needs of the community	Support the implementation of Arts, Heritage and Library Strategies	Average weekly opening hours	481 hrs library service per week across 15 service points
4.6	To deliver a library service which meets the information, learning, recreational and cultural needs of the community	Implement 'Recover, Refocus, Re-energise' Kildare Library Service Interim Development Plan 2020-2022	Active Membership	25,290* (*This figure is the subject of a query*)
4.6	To deliver a library service which meets the information, learning, recreational and cultural needs of the community	Implement National Public Library Policy	No. of issues per head of population	1.04
4.6	To deliver a library service which meets the information, learning, recreational and cultural needs of the community	Implement National Public Library Policy	No. visits to libraries per head of population	1.8 *Total Footfall: 464,105 ÷ 246,994: Preliminary Census 2022 Population)*
4.6	To deliver a library service which meets the information, learning,	Tender for design led team to progress Kildare County Library and archive facility	Project status	Part 8 planning to be completed in 2023 URDF application for category 1 funding Q4 2023

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
	recreational and cultural needs of the community	as part of urban grant application process		Tender for construction dependant on URDF funding
4.6	To deliver a library service which meets the information, learning, recreational and cultural needs of the community	Progress Naas Library and Cultural Centre capital project to completion	Project status	Expected opening date Summer 2023
4.6	To deliver a library service which meets the information, learning, recreational and cultural needs of the community	Progress Clane Library capital project to design, Part 8 planning and construction phase	Project status	Deaton Lysaght Design Team Lead appointed, progressing towards Part 8 and construction tender in 2023
4.6	To deliver a library service which meets the information, learning, recreational and cultural needs of the community	Implement 'My Open Library' service in Athy and in new capital projects	Project status	To be implemented in 2023 in both Athy and Naas
4.6	To deliver a library service which meets the information, learning, recreational and cultural needs of the community	Continue development and extension of online/24-hour services and technological innovations	No. of Wifi and public access PC sessions	PC use: 15, 092 Wifi use: 37, 037 Total: 52,129
4.6	To deliver a library service which meets the information, learning, recreational and cultural needs of the community	Continue development and extension of online/24-hour services and technological innovations	No. of uses of online services	2,947,139* (*This figure is the subject of a query.)

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
4.6	To deliver a library service which meets the information, learning, recreational and cultural needs of the community	Deliver ongoing programme of development for library staff established within the PMDS framework	No. of training courses completed by library & arts staff	All library staff attended a minimum of 2 training sessions
4.6	To deliver a library service which meets the information, learning, recreational and cultural needs of the community	Implement a Community Digital Training Awareness Programme	No. of events

No. of participants | Events: 6 eServices events Participants: 181 |
| 4.6 | To deliver a library service which meets the information, learning, recreational and cultural needs of the community | Implement the Kildare Collections Development Policy and continue to invest in quality leisure reading and educational support collections | Aligned to book budget | Book budget spent by end of Q4 |
| 4.6 | To deliver a library service which meets the information, learning, recreational and cultural needs of the community | Deliver educational awareness programming on Climate and Energy Conservation | No. of events | Events: 28 |
| 4.6 | To deliver a library service which meets the information, learning, recreational and cultural needs of the community | Deliver targeted programmes including 'Toys, Technology and Training TTT', Parenting etc | No. of events

No. of participants | TTT Programme Events: 56 Participants: 1,032 Parenting Programme Events: 35 Participants: 897 |

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
				Kildare Libraries Age Friendly Programme Events: 14 Participants: 99 Digital Ambassadors Programme Participants: 357
4.6	To deliver a library service which meets the information, learning, recreational and cultural needs of the community	Deliver national Right to Read initiative including Summer Stars, Readers Festival etc	No. of events No. of participants	Events: 357 Participants: 8,994
4.6	To deliver a library service which meets the information, learning, recreational and cultural needs of the community	Deliver the national Work Matters, Healthy Ireland and the Keep Well initiatives	No. of events No. of participants	Work Matters Participants: 84 Events: 8 Healthy Ireland at your Library Events: 41 Participants: 425
4.6	To deliver a library service which meets the information, learning, recreational and cultural needs of the community	Kildare Local Studies, Genealogy and Archives service will build on collections of local studies and family history and increase access to the collection through a	No. of visits in person and to website 70 research appointments in Newbridge. Website: Archives content visitors = 3140, Pages viewed = 35535.	Archives Queries: 160 Genealogy Queries from January-December: 167 Total Local Studies Queries: 1280

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
		digitisation programme	Visits to ehistory = 24000 (very conservative estimate based on 2000 visits per month) Website visits should be captured with Library Service website stats. No. of items digitised 25 (conservative estimate)	Significant digitisation programme delivered
4.6	To deliver a library service which meets the information, learning, recreational and cultural needs of the community	Continue to work with communities to provide a high-quality range of cultural, heritage and arts programming across the county via the County Programming Committee	No. of events including outreach No. of participants	Events: 5,369 Participants: 68,364
4.6	To deliver a library service which meets the information, learning, recreational and cultural needs of the community	Deliver on Decade of Commemoration Programme – 1921/2021	No. of events 38 No. of participants 3141	Stakeholder meetings: 6 Federation of Local History groups: 3 Online presentations by Local Studies, Genealogy & Archives Staff to schools and groups: 3 Attendance: 85

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
				Events (in-person or online) organised by Local Studies, Genealogy & Archives for Decade of Commemorations Programme: 38 Attendance: 3141
4.6	To deliver a library service which meets the information, learning, recreational and cultural needs of the community	Support the Government's Creative Ireland Cultural Strategy	No. of bursaries granted

Publishing and implementation of Culture and Creative Strategy 2023-2027 | |
| 4.6 | To deliver a library service which meets the information, learning, recreational and cultural needs of the community | Deliver Creative Ireland's Cruinniú na nÓg Programme of creativity for young people | No. of events

No. of participants | 31 events

1,257 participants |
| 4.6 | To further develop an Arts Service for Kildare County Council which supports a vibrant arts infrastructure that reaffirms the intrinsic value of the arts, enables public engagement and nurtures the artist | Develop, implement, and review an arts strategy for Kildare County Council | Review the Arts strategy for Kildare County Council 2018-2022 and lead the development of an Arts Strategy 2023-2028 | Arts strategy approved by Council in November 2022 |
| 4.6 | To further develop an Arts Service for Kildare County Council which supports a | Priority areas for the Arts Service include Children and | Publish and lead on the delivery of Arts strategy for | Secured €130,000 LPT allocation towards Music |

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
	vibrant arts infrastructure that reaffirms the intrinsic value of the arts, enables public engagement and nurtures the artist	Young Peoples programme, to include: support for Music Generation	Kildare County Council 2023-2027	Generation Kildare across 5 MDs. In 2021/22 Kildare Music Generation engaged: 4,200 children and young people in 60 programmes across 5 MDs. Over 1,200 instruments were provided through the Instrument Bank. 35 performance music educators employed.
4.6	To further develop an Arts Service for Kildare County Council which supports a vibrant arts infrastructure that reaffirms the intrinsic value of the arts, enables public engagement and nurtures the artist	Priority areas for the Arts Service include Children and Young Peoples programme, to include: support for young filmmakers in Kildare	Publish, launch and lead the development of an Arts Strategy 2023-2028	Continued engagement of 2 Artistic Directors to oversee Young Filmmakers groups in the county (Leixlip and Ballitore) Continuation of weekly sessions provided online or in person. GBYF joined Young Irish Film Makers national youth film network
4.6	To further develop an Arts Service for Kildare County Council which supports a	Priority areas for the Arts Service include Children and	Continue to review the Framework Agreement in	Framework Agreement with Arts Council reviewed.

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
	vibrant arts infrastructure that reaffirms the intrinsic value of the arts, enables public engagement, and nurtures the artist	Young Peoples programme, to include: Youth Theatre	line with Arts Strategy 2023-2027	Framework Agreements with 3 youth theatres reviewed
4.6	To further develop an Arts Service for Kildare County Council which supports a vibrant arts infrastructure that reaffirms the intrinsic value of the arts, enables public engagement, and nurtures the artist	Priority areas for the Arts Service include Children and Young Peoples programme, to include: Arts in Education programmes	Partnership projects sustained and extended	Continuation of the partnership with Maynooth University and the National Youth Council of Ireland to deliver the Youth Arts in Residence programme 5 artists recipients of the Artist in Education Bursary Award with schools in the county
4.6	To further develop an Arts Service for Kildare County Council which supports a vibrant arts infrastructure that reaffirms the intrinsic value of the arts, enables public engagement, and nurtures the artist	Implement Creative Places Athy programme	Launch and deliver Creative Places Athy programme	23 Creative Places grants awarded to a value of €52,064. 7 key ground-up projects instigated with strategic partners
4.6	To further develop an Arts Service for Kildare County Council which supports a vibrant arts infrastructure that reaffirms the intrinsic	Review Kildare County Council's Municipal Art Collection Purchasing and Donations Policy	Policy approved by SPC February 2022	Policy approved by SPC February 2023

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
	value of the arts, enables public engagement, and nurtures the artist			
4.6	To further develop an Arts Service for Kildare County Council which supports a vibrant arts infrastructure that reaffirms the intrinsic value of the arts, enables public engagement, and nurtures the artist	Support older people and those cocooning during COVID through Arts, Health and Wellbeing programming	Continued support for choral projects No. of engagements	Continued online engagement by 2 Musical Directors with community choirs in Naas and Celbridge, with 90 members. 3 First Fortnight Bursary Awards made Artist in Residence pilot programme with The ACRE, Celbridge and Mc Auley Place, Naas
4.6	To further develop an Arts Service for Kildare County Council which supports a vibrant arts infrastructure that reaffirms the intrinsic value of the arts, enables public engagement, and nurtures the artist	Deliver the annual Culture Night programme	No. of events No. of participants	71 live and 2 online events over 60 venues. Total attendance 5,920 307 artists/creative practitioners
4.6	To further develop an Arts Service for Kildare County Council which supports a vibrant arts infrastructure that reaffirms the intrinsic	Progress the Public Art programme for Kildare	Public Arts Projects delivered	Squires Gannon sculpture delivered Sept 2022 Kerdiffstown Park artwork

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
	value of the arts, enables public engagement, and nurtures the artist			
4.6	To further develop an Arts Service for Kildare County Council which supports a vibrant arts infrastructure that reaffirms the intrinsic value of the arts, enables public engagement, and nurtures the artist	Continue to promote Kildare as a 'film friendly' county	Short Grass film commissions and bursary awards delivered	1 x Short Grass Film Commission awarded €12,500

4 x Short Grass Film Bursary Awards granted €4,500 total |
| 4.6 | To further develop an Arts Service for Kildare County Council which supports a vibrant arts infrastructure that reaffirms the intrinsic value of the arts, enables public engagement, and nurtures the artist | Continue to promote Kildare as a 'film friendly' county | Arts Officer participation in the national Film Officer Forum | Attending bi-monthly film forum meetings

Arts Officer completing Association of Film Commissioners International training |
| 4.6 | To further develop an Arts Service for Kildare County Council which supports a vibrant arts infrastructure that reaffirms the intrinsic value of the arts, enables public engagement, and nurtures the artist | Support artists, arts collectives and community groups to engage in quality arts experiences | Administer annual arts grants schemes | Total arts grants awarded €94,690, with 64 applicants awarded |

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
4.6	To further develop an Arts Service for Kildare County Council which supports a vibrant arts infrastructure that reaffirms the intrinsic value of the arts, enables public engagement, and nurtures the artist	Support artists, arts collectives and community groups to engage in quality arts experiences	Continue to avail of local and national collaborations and funding opportunities	1 Kildare artist selected for Platform 31 with ALAAO and Arts Council
4.6	To further develop an Arts Service for Kildare County Council which supports a vibrant arts infrastructure that reaffirms the intrinsic value of the arts, enables public engagement, and nurtures the artist	Support artists, arts collectives and community groups to engage in quality arts experiences	Continue to seek out national funding opportunities	€286,000 secured in 2022 for delivery of Phase III & IV Local Live Performance Under Dept TCAGSM Local Live Performance Programming Scheme.

In 2021/22 394,798 attended 95 performances across 42 locations. 505 artists 269 technical/production crew were employed for equivalent of 1,738 days |
| 4.6 | To further develop an Arts Service for Kildare County Council which supports a vibrant arts infrastructure that reaffirms the intrinsic | Continue to develop relationships and programmes with Maynooth University, through | Programmes delivered | 2 Writers in Residence appointed for the academic year 2022/23 |

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
	value of the arts, enables public engagement, and nurtures the artist	residencies and programmes		
4.6	To further develop an Arts Service for Kildare County Council which supports a vibrant arts infrastructure that reaffirms the intrinsic value of the arts, enables public engagement, and nurtures the artist	Support artists through professional development and training opportunities	No. of events No. of participants	2 writers supported through Words Ireland Mentoring scheme 11 creative professionals engaged in executive coaching and research & thinking opportunities 1 dancer engaged with dance artist in residence programme
4.10	To deliver a library service which meets the information, learning, recreational and cultural needs of the community	Promote and facilitate Irish language engagement opportunities	No. of events No. of participants	No. of events: 150 No. of participants: 3,865

HOUSING

Breathe new life into an old home with a
Vacant Property Refurbishment Grant

The Housing Department aims to provide social housing supports to persons who are unable to meet their housing needs from their own resources and to deliver affordable housing to persons who exceed the income limits for social housing; in accordance with Housing for All delivery targets the council will increase social and affordable housing delivery and deliver units through the current expenditure programme. Kildare County Council's Housing Department will continue to provide homeless services and implement the Mid-East Region Homelessness Plan.

The council will assist private households through various housing grant schemes and provide loans to eligible households. The council will continue to deliver a high-quality maintenance programme and estate management service. The implementation of the Vacant Homes Strategy will address vacancy across the county. The Housing Department will continue the work which commenced in 2022, in response to the housing needs arising from the Ukrainian crisis. There will be a continued focus on climate related actions in relation to house building, acquisition and the maintenance and upgrade of council owned properties.

2023 Service Delivery Plan

The table below sets out the services that will be delivered by the Housing department in 2023:

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
3.1	To increase and maintain housing provision in Co Kildare in line with the national objectives of Housing for All plan	Deliver the social and affordable housing programme as laid down in the *Housing for All* plan	To advance Kildare County Council's Capital Programme	Target: 370 units Delivered: 372 units
3.1	To increase and maintain housing provision in Co Kildare in line with the national objectives of Housing for All plan	Deliver the social and affordable housing programme as laid down in the *Housing for All* plan	Delivery of units through SHIP, ie build, turn key acquisition, PPP Schemes and Part V. The ability to delivery units through direct build will be subject to availability of land To prioritise the option of delivery of 10%/20% of housing units on-site or off-site through Part V where suitable and explore affordable opportunities	Target: 262 units Delivered 207 units. 86 Part V properties delivered
3.1	To increase and maintain housing provision in Co Kildare in line with the	Deliver the social and affordable housing	To assess opportunities for delivery of housing through Joint Venture (JV) and	82 turnkey properties acquired

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
	national objectives of Housing for All plan	programme as laid down in the *Housing for All* plan	turnkey projects and to progress, where possible, delivery of affordable housing units having regard to Affordable Housing Regulations and Guidelines due to be published	35 properties acquired directly €550,000 serviced site fund approval secured, and PPP opportunities continued to be considered
3.1	To increase and maintain housing provision in Co Kildare in line with the national objectives of Housing for All plan	Deliver the social and affordable housing programme as laid down in the *Housing for All* plan by progressing the use of the single stage process.	Review tendering options in terms of maximizing tender returns i.e. amalgamating different sites into one tender package	3 Single Stage projects progressed
3.4	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	Implement a planned maintenance programme	172 upgrades complete 127 vacant units 45 new house purchases refurbished
3.4	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	Provide a response maintenance service	8,275 phone calls received relating to housing maintenance requests

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
3.4	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 Roll out of the Tenant Support Scheme and window and door replacement programme.	Continue to refurbish vacant/derelict units subject to the availability of departmental funding.	Development of a window and door replacement programme which will be rolled out in 2023
3.4	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	Implement the Climate Action Programme	Midlands Energy Retrofit Programme/Energy Retrofit Programme: 178 properties upgraded
3.1	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	No specific targets in relation to HAP and RAS	2,032 active HAP tenancies in 2021 324 new HAP tenancies created 233 RAS properties in use

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
3.1	Delivery of social housing current expenditure programme	To support approved housing bodies to deliver units in accordance with targets set under the Housing for All plan.	AHB CALF delivery targets are incorporated into the overall Housing for All targets, AHBs to deliver 40% of overall targets.	204 units delivered by Approved Housing Bodies availing of the Capital Advance and Leasing Facility 44 units delivered via the Mortgage to Rent Process
3.1	Inspect private rented properties to ensure that they comply with minimum rental standards	To support the HAP scheme to provide rental accommodation in accordance with minimum rental standards	3,467 private rented properties to be inspected	724 private rented inspections in 2022
3.7	Facilitate customers in accessing social housing, and other supports, where they have demonstrated compliance with the necessary criteria	Process housing applications within 12 weeks as required by regulation	Housing applications processed within 12 weeks	642 new applications processed within the statutory 12-week timeframe 157 housing application updates complete 42 transfer requests complete
3.7	Facilitate customers in accessing social housing, and other supports, where they have demonstrated	Undertake a housing needs assessment in 2023, in accordance with departmental guidelines	Summary of social housing needs assessment to be completed within notified timeframe.	Summary of Social Housing Needs Assessment completed within required time frame

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
	compliance with the necessary criteria			
3.3	Provide homelessness services to those who find themselves homeless or at risk of being homeless	Continue to work to reduce the numbers of people who need to be placed in emergency accommodation, by increasing availability of housing stock Working closely with approved housing bodies and advocacy groups to reduce the numbers who find themselves homeless or at risk of being homeless, to support the Homeless HAP and the Homeless HAP Placefinder service	Mid-East Region Homelessness Action Plan 2021-2023	Reduction in no. of families/individuals in emergency accommodation
3.3	Provide homelessness services to those who find themselves homeless or at risk of being homeless	Continue to work to reduce the numbers of people who need to be placed in emergency accommodation, by increasing availability of housing stock Working closely with approved housing bodies and advocacy groups to reduce the numbers who	Housing First targets 31 to October 2022 5 for the subsequent 12-month period	40 bed hostel facilities in place to reduce rough sleeping and to deal with single presentations 24 winter/cold weather beds available 16 Housing First tenancies in place created, a total of 28 in place by year end

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
		find themselves homeless or at risk of being homeless, to support the Homeless HAP and the Homeless HAP Placefinder service		8 Shared Housing tenancies in place in three local authority properties

277 Homeless HAP tenancies in place at year end 2022 |
| 3.3 | Provide homelessness services to those who find themselves homeless or at risk of being homeless | Im   Draft Mid-East Region Homelessness Action Plan for the period 2024-2026. | Implementation of the Mid-East Region Homelessness Action Plan 2021-2023 | Ongoing monitoring of the implementation of the Mid-east region Homelessness at the Regional Homeless Forum |
| 3.6 | Implementation of Anti-Social Behaviour Strategy as adopted by full Council February 2017 | To continue to investigate complaints regarding anti-social behaviour and estate management through the Tenant Liaison Officer Service.
Review of Anti-social Behaviour Strategy and preparation of an Estate Management Strategy. | Implementation of the anti-social behaviour strategy and development of an estate management policy | 5 Tenant Liaison Officers in place

Launch of the Loughnamona Community Centre

Ongoing engagement between the TLO Service and Community Section

Engagement by Social Work team |
| 3.7 | To continue to deliver the housing grants programme, subject to availability of departmental funding | In tandem with delivery of the private grants programme increase the number of DPGs undertaken | Expenditure of 2022 grant allocation | €5.19m in private and social housing grants approved, increase from €4.25m in 2021. |

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
		on council owned stock, subject to availability of adequate funding from the Department of Housing, Local Government and Heritage		241 Adaptation grants approved 378 Housing Aid grants approved 8 Mobility Aid grants approved 61 Disabled Person Grants completed on KCC stock, increase of 25 from 2021
3.9	Continue to develop choice-based lettings as a mechanism for allocation of social housing	Increase the number of properties being let through Choice Based Lettings.	Increase the number of units allocated by CBL	205 properties allocated through CBL in 2022
3.2	Support members of the Travelling Community to access social housing support	Monitor capacity and population at each halting site. Provision of Traveller-specific accommodation and implementation of Traveller Accommodation Programme (TAP) targets.	Implementation of the (TAP) and review of same.	Mid Term Review of TAP completed (Sept 2022) Quarterly meetings of LTACC held Increase in the number of council and AHB allocation Ongoing support to families for HAP tenancies

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
				Improvement works (including medical adaptation) to Traveller accommodation units
3.5	To deliver commitments contained in the Strategic Plan for Housing Persons with Disabilities	To schedule meetings of the Disability Strategy Steering Group during 2023. On publication of the national implementation plan review the local strategy.	Housing and Disability Strategy	3 meetings held Draft Housing and Disability Strategy 2022-2027 prepared, awaiting national implementation plan to complete review Disability Friendly Housing Technical Advisor appointed
3.5	To deliver commitments contained in the Strategic Plan for Housing Persons with Disabilities	Promote the delivery of accessible age friendly and lifetime adaptable housing in the context of the social housing delivery programme and approval of policy by the Elected Members.	Develop a right-sizing policy	Right-sizing policy incorporated into Draft Allocation Scheme, reviewed by the Housing SPC in January 2023, now proceeding to CPG. Age Friendly Technical Advisor appointed.
3.4	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	2022 allocation received subject to confirmation that permanent officer in place	5 CPOs progressed in 2022 22 applications received for the Croi Conaithe initiative

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
		CPO procedures to be commenced as appropriate in order to secure vacant homes for social housing		
3.7	To implement the Local Authority Loan Scheme, having regard to available funding	Provision of loans to approved lending amount.	Expenditure of 2022 allocation	Loans valuing €6.5 million approved
6.7	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 be implemented for high-risk areas.	Review of Risk assessments	No. of risk assessments reviewed
New unforeseen work programme – not identified in Corporate Plan	*New unforeseen work programme – not identified in Corporate Plan*	Respond to the Ukrainian Crisis. Roll out and implementation of Offer a Home. Complete work on Red Cross Pledges. Progress commercial and non-commercial accommodation. Coordinate management of the Liffey Lodge Rest Centre.	Progress on each work programme	Rest Centre established Red Cross pledges progressed Offer a Home progressed Commercial and Non-commercial offers of accommodation assessed.

ENVIRONMENT & WATER SERVICES

The Environment Department will continue to engage and co-operate with all relevant national agencies and community-based organisations using the resources at our disposal under local, national and EU legislation to deliver on operational plans.

We will continue to educate the public through our awareness campaigns to promote environmentally friendly practices with an aim to minimize waste and pollution in the county.

Through the objectives contained in this plan, we will continue to protect and improve the built and natural environment of county Kildare.

2023 Service Delivery Plan

The table below sets out the services that will be delivered by the Environment and Water Services and Climate Action department in 2023:

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
1.1	To protect and maintain the natural environment of Kildare and change management of amenity & recreation areas. to mitigate and adapt to climate change and benefit biodiversity	Develop a Biodiversity plan for Silliot Hill Civic Amenity Site as part of the Kildare County Council Pollinator Plan with a programme of biodiversity schemes throughout the site	Plan in place	1
1.3	To progress implementation of actions of Kildare Climate Change Adaptation Strategy	Continue to mainstream Climate Action by embedding adaption measures into functional and operational areas of the council	Costs reduced	Reporting to being in 2023
1.3	To progress implementation of actions of Kildare Climate Change Adaptation Strategy	Deliver on targets in the Climate Change Action Plan	Staff training programme completed	Continue roll out of training under CARO programme
1.3	To progress implementation of actions of Kildare Climate Change Adaption Strategy	Commence the creation of a 5-year Climate Action Plan	Consult inwardly and outwardly with identified	Statutory requirement under Climate Action and

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
		incorporating Maynooth as the Decarbonising Zone	sectors and associated actors to inform the process	Low Carbon Development (Amendment) Act 2021
1.9	Provide for the maintenance of existing Civic Amenity sites to encourage the recycling and forward plan for new CAS as deemed necessary and funding available	Continue servicing of existing civic amenity and bring bank sites	No. of Civic amenity sites No. of bring bank sites.	2 39
1.6	Oversee the provision of waste collection on a county-wide basis, both domestically and commercially, and take enforcement action where necessary	Inspection of waste permitted in co-operation with other agencies to ensure that registered waste recovery facilities are being operated in compliance with their conditions	No. of inspections	162
1.6	Oversee the provision of waste collection on a county-wide basis, both domestically and commercially, and take enforcement action where necessary	Monitor compliance of building sites to ensure that construction and demolition waste is suitably managed	No. of inspections	79
1.6	Oversee the provision of waste collection on a county-wide basis, both domestically and commercially, and take	Inspection of sites under the Waste Management Act to ensure that households and businesses are suitably separating their waste in	No. of inspections No. of inspections of illegal dumping	89 1007

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
	enforcement action where necessary	compliance with the Waste Presentation byelaws		
1.6	Deliver litter and waste enforcement services to ensure consistently high standards of cleanliness	Participate in the National Litter Pollution Survey System	No. of inspections completed	246
1.6	Deliver litter and waste enforcement services to ensure consistently high standards of cleanliness	Participate in the National Litter Pollution Survey System	No. of investigations regarding unauthorised waste collections	23
1.6	Ensure a high-quality environment through effective environmental enforcement activities – noise/air	Investigations to ensure that special control area zones suitably restrict the sale and distribution of bituminous fuels	No. of inspections under solid fuel regulations	35
1.6	Ensure a high-quality environment through effective environmental enforcement activities – noise/air	Maintain and improve air quality monitoring in the County	No. of inspections under solvents regulations	5
1.6	Ensure a high-quality environment through effective environmental enforcement activities – noise/air	Maintain and improve air quality monitoring in the County	No. of inspections	13
1.8	Ensure a high-quality environment through	River water inspections to ensure protection of surface waters in compliance with	No. of inspections	825

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
	effective environmental enforcement activities – river and ground water	the Water Framework Directive		
1.8	Ensure a high-quality environment through effective environmental enforcement activities – river and ground water	Farm inspections regarding waste management and discharges	No. of inspections	45
1.8	Ensure a high-quality environment through effective environmental enforcement activities – river and ground water	Investigation of water pollution incidents	No. of inspections	144
1.8	<u>Rural Water</u> Ensure adequate monitoring of private Drinking Water Supplies of registered Small Private Supplies and Group Water Schemes.	Maintain and improve the level of monitoring and supervision of private water quality and investigate/advise Small Private Supplies in the event of a water quality exceedance.	% of registered GWS/Small private supplies monitored. % of registered GWS/Small Private Supplies in compliance with statutory requirements.	55 of 59* Registered Supplies Monitored - 93%* *Note: 3 No. SPS' were removed from register and 1 No. SPS ceased trading. 145 Compliance Samples obtained which resulted in 30 No. Exceedances – % in compliance = 79.3%

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
1.8	Rural Water Support Group Water Schemes through administering of Government grants and subsidies.	Continue with the administration of any allocated funds and subsidies available under the Multi Annual Rural Water Programme (MARWP).	Level of spend under life of MARWP. Allocation of €414,000 provided for life of Programme (2019-2022) Note: Details on next MARWP (2023-2025) bid submission yet to be released.	€122,470 spent to date with further works to the value of €105,664 ongoing. Total estimated spend in 2019-2022 MARWP = €228,134
1.8	Rural Water Provide support to owners of domestic properties with private wells through the Government Domestic Well Grant scheme and provide support to property owners with water supplies affected by lead in the drinking water supply through the Lead Remediation Scheme.	Continue with administration of funds to domestic well grant customers under the Well Grant Scheme and Lead Remediation Scheme Continue to promote the availability and uptake of the revised Lead remediation scheme within Kildare.	No. of New Well Grant applications processed. No. of Lead Remediation Grants processed. (New/revised scheme came into effect on the 01/12/2022)	30 0
1.9	Support and recognise environmental protection through community awareness, supports, incentives and facilities	Deliver environmental awareness programmes to communities and businesses and support Tidy Towns Groups	No. of participants in Tidy Towns Network	40
1.9	Support and recognise environmental protection through community	Deliver environmental awareness programmes to communities and businesses	No. of Tidy Towns Groups grant-aided	40

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
	awareness, supports, incentives and facilities	and support Tidy Towns Groups		
1.9	Support and recognise environmental protection through community awareness, supports, incentives and facilities	Deliver environmental awareness programmes to communities and businesses and support Tidy Towns Groups	No. of schools participating in environmental campaigns	131
1.9	Support and recognise environmental protection through community awareness, supports, incentives and facilities	Deliver environmental awareness programmes to communities and businesses and support Tidy Towns Groups	No. of participants in Green Kilometre Scheme	130
4.4	To support the development and enhancement of local sports, leisure, recreational and arts facilities	Progress Kerdiffstown park project in line with project plan	Targets in project plan achieved	Targets achieved Substantial completion Q1
1.4		Progress the Morrell Flood Management Scheme, Naas, Athy and Leixlip Flood Relief Schemes.	No. of schemes being progressed.	4
1.4		Deliver studies and reviews to further inform future flood schemes and risk management.	No. of studies being progressed.	1
1.4		Deliver minor work schemes to manage flooding outside the schemes listed in the	No. of minor work schemes being progressed.	As appropriate

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
		OPW Flood Management Plans, where appropriate		
1.6	Plan for long-term cemetery needs of the county and maintain existing cemeteries	Provision of Columbarium Walls in six cemeteries.	Number of walls in place	0
6.7	To provide robust and accurate RMCEI reporting	To analyse recording of information which informs the RMCEI process	RMCEI plan and data return completed.	Ongoing

HUMAN RESOURCES

Make a Differen

LocalGovernm

The Human Resources (HR) Department's core activities include recruitment, staff training and development, staff welfare, industrial relations and superannuation.

We continue to support staff and promote the use of our Employee Assistance Programme. There will be an increased focus on health and wellbeing during the coming year and we look forward to publishing our Wellbeing Strategy. We are committed to fostering a culture of continuous learning & development by implementing a staff training and development programme in 2023.

We expect that 2023 will be another busy and challenging year. In addition to continuing to promote staff training and development, a safe and healthy work environment and stable industrial relations, the HR department are leading out on the preparation of a Workforce Plan for the organisation. This will be valuable exercise and will assist with future planning and ensuring that we have adequate, suitable staffing resources to deliver the required services to a high standard.

2023 Service Delivery Plan

The table below sets out the services that will be delivered by the Human Resources department in 2023:

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
6.3	Supporting the Democratic Mandate, performance and communications "To assist local democracy while improving service delivery, engagement and communications by maximising the effectiveness of our people, budgets, operations and ICT resources"	To ensure best recruitment practice is followed and that the human resource needs of the organisation are met To prepare a Workforce Plan	No. of competitions run No. of panels established No. of leavers No. of joiners	64 60 120 116
6.3	Supporting the Democratic Mandate, performance and communications "To assist local democracy while improving service delivery, engagement and communications by maximising the effectiveness of our people, budgets, operations and ICT resources"	To review blended working policy and procedures	No. of blended working agreements signed	426

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
6.3	Supporting the Democratic Mandate, performance and communications "To assist local democracy while improving service delivery, engagement and communications by maximising the effectiveness of our people, budgets, operations and ICT resources"	Create a culture of continuous learning and development by implementing the Staff Training and Development Strategy 2022 which will include: Supporting professional staff to obtain and maintain accreditation Supporting management and leadership capacity in the organisation through mentoring and capacity building training	No. Of staff who attended training Average no. of training days per staff member No. of training courses/seminars delivered No. of training instances completed successfully	946 2.26 days 322 2,550
6.3	Supporting the Democratic Mandate, performance and communications "To assist local democracy while improving service delivery, engagement and communications by maximising the effectiveness of our people, budgets, operations and ICT resources"	Empower and enable our managers and supervisors by supporting and monitoring the operation of PMDS	PMDS implemented, i.e., team plans and PDPs completed and reviewed throughout the organisation	Management Team Plan, Section Plans, Team Plans and Personal Development Plans completed

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	**Performance Indicator (2022) unless otherwise stated)**
6.3	Supporting the Democratic Mandate, performance and communications "To assist local democracy while improving service delivery, engagement and communications by maximising the effectiveness of our people, budgets, operations and ICT resources"	Ensure management and staff are supported, particularly through the challenges of Covid, so that the organisation is best placed to meet current workloads, deadlines, change management and future challenges in a healthy and safe working environment	Promotion of the Employee Assistance Programme Ongoing supports as required	Utilization rate - 8.97% / 109 files in 2022
6.3	Supporting the Democratic Mandate, performance and communications "To assist local democracy while improving service delivery, engagement and communications by maximising the effectiveness of our people, budgets, operations and ICT resources"	Continue to promote positive employee relations and engagement and good industrial relations Continue as required consultation and communication with the Lead Worker Representatives	Ongoing engagement and regular meetings with all trade unions and Lead Worker Representatives	Ongoing

PLANNING & STRATEGIC DEVELOPMENT

The Kildare County Development Plan 2023 – 2029 (CDP) was adopted in December 2022 and became effective on 27th January 2023 following a two-year review process. This followed the adoption of the Regional Spatial and Economic Strategy (RSES) by the Eastern & Midland Regional Assembly during 2019. Work continues on the Kildare Local Area Plan and will commence on the Maynooth Local Area Plan in conjunction with Meath County Council.

Through evidence-based data and urban design analysis, the Public Realm and Strategic Projects team in collaboration with communities develop transformative Public Ream/Urban Design solutions to create more vibrant town and village centres from concept right through to construction.

With several successful applications already made to the Rural Regeneration and Development Fund and the Urban Regeneration and Development Fund, these projects are being progressed to construction stage, with additional applications/business cases to both the RRDF and URDF submitted in 2022.

The Heritage and Conservation division along with Planning and Public Realm delivered a very successful Potato Market Project during 2022. Through HTI funding the old grounds outside St. David's Church were transformed into a vibrant weekly farmers market.

The Planning Department continues to deal with planning applications of varying sizes and levels of complexity. Pre-planning meetings for prospective applicants are facilitated through a variety of mechanisms and are legally required for larger scale residential (>10 houses) or commercial developments (>1000 m2) monthly pre-planning clinics also dealing specifically with prospective applicants for one-off houses and small-scale commercial developments. The Strategic Housing Development Applications which were made directly to An Bord Pleanála have been phased out and replaced with new legislative provisions called the Largescale Residential Developments. A few applications for Strategic Housing Developments remain awaiting decision by An Bord Pleanála.

Kildare County Council is part of the National rollout of E-planning and are scheduled to commence on this project in Q2 2023. In advance of this rollout the Planning Department organised an agent meeting in October 2022 which was well attended.

2023 Service Delivery Plan

The table below sets out the services that will be delivered by the Planning and Strategic Development department in 2023:
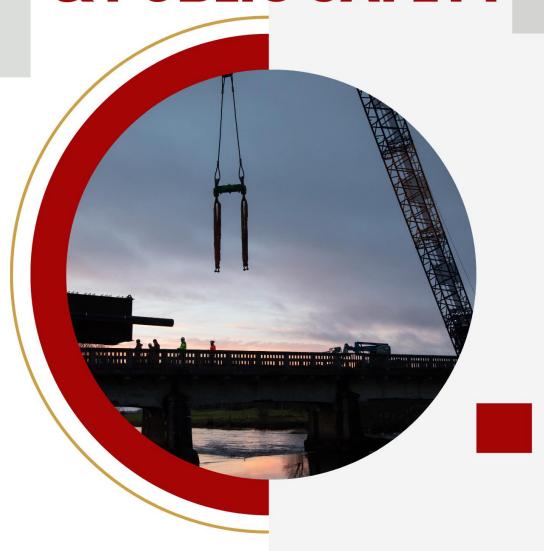
Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
Planning				
5	To ensure effective, proper planning and sustainable, balanced development of urban and rural areas	To progress all statutory forward planning processes in line with statutory deadlines and the County Development Plan	Review of Kildare County Development Plan Review of Local Area Plans; Kildare Town Maynooth	Review of Kildare County Development Plan completed on 9th December 2022 Background work underway on Kildare Town and Maynooth. Both to be progressed in Q1 2023
5.6	To ensure effective, proper planning and sustainable, balanced development of urban and rural areas	To initiate a review of the Development Contribution Scheme during 2022	Review of Development Contribution Scheme 2015 – 2022	Completed on 19th December 2022
1.6	To ensure effective, proper planning and sustainable, balanced development of urban and rural areas	To ensure effective development management and development control activities to support the ongoing proper planning and sustainable development of the County	Process of Planning applications	No. of applications: 1,548 No. of decisions issued: 1,236
1.6	To ensure effective, proper planning and sustainable, balanced development of urban and rural areas	To ensure effective development management and development control activities to support the	% of planning enforcement cases closed (against no. of cases that were investigated)	2021: 51.87%

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
		ongoing proper planning and sustainable development of the County		
1.6	To ensure effective, proper planning and sustainable, balanced development of urban and rural areas	To ensure effective development management and development control activities to support the ongoing proper planning and sustainable development of the County	% of applications where the decision was confirmed (with or without variation) by An Bord Pleanála	2021: 68.42%
1.6	To ensure effective, proper planning and sustainable, balanced development of urban and rural areas	To ensure effective development management and development control activities to support the ongoing proper planning and sustainable development of the County	Buildings inspected as a % of new buildings notified to the local authority	2021: 47.49%
1.6	To ensure effective, proper planning and sustainable, balanced development of urban and rural areas	To ensure effective development management and development control activities to support the ongoing proper planning and sustainable development of the County	Cost of the planning service per capita	2021: €37.72 per person
1.6	To ensure effective, proper planning and sustainable, balanced development of urban and rural areas	To ensure effective development management and development control activities to support the ongoing proper planning	No. of pre-planning meetings	No. of commercial meetings: 104

No. of one-off housing meetings: 134 |

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
		and sustainable development of the County		
1.6	To ensure effective, proper planning and sustainable, balanced development of urban and rural areas	To ensure effective development management and development control activities to support the ongoing proper planning and sustainable development of the County	No. of Section 5 (exempt development) declarations	No. of decisions issued: 60
Strategic Projects & Public Realm				
2.5	To conduct a "health check"/ urban design analysis of settlements and develop an associated Town/ Village Renewal Plan in line with the County Development Plan and an agreed programme across Municipal Districts	To progress reviews of settlements (towns & villages) throughout the county during 2023	No. of settlements reviewed per year in line with agreed programme	8 no. Health Checks/Urban Design analyses completed. 8 no..Town and Village Renewal Masterplans publication delayed due to AA and SEA screenings to be completed.
2.5	To maximise public participation and collaboration in informing design and project proposals for each Town and Village	To progress extensive public consultations both online and in person during 2022 to maximise the relevance, quality, and impact of projects in addressing the needs of towns and villages	No. of public consultation events held per year and no. of associated submissions received	Online and in person consultations planned for 2022 in respect of 8 projects
2.5	To actively pursue funding opportunities for projects	To submit funding applications for the delivery of the programme of	Total value of funding approvals annually	Town & Village Renewal Scheme 2022: €645,000 awarded

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
	that revitalise the county's towns and villages	approved projects under the Strategic Projects and Public Realm Programme		Marketing Measures €49,950 awarded (LEO) Business Acquisition Measures €250,000 (LEO)
5.2	To deliver projects that revitalise the local economy and rural hinterlands of the county's towns and villages, including greenway and blueway projects To create an increased sense of place, where sustainable transport and modal shift is prioritised	To progress delivery of programme of approved funded projects under the Strategic Projects and Public Realm Programme	Funding spent per annum on completed projects Value of active projects on hand at year end	Reporting to continue

ROADS, TRANSPORTATION & PUBLIC SAFETY

The directorate continues to streamline and rationalise services, improving regulatory compliance and customer service in all areas. With responsibility for over 2,500 kilometres of roadway in county Kildare, the directorate develops, maintains, and manages the county's road network for the benefit of pedestrians, cyclists and motorists alongside public service and commercial vehicles. 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 aided by an extensive traffic management system and a network of pedestrian crossings. Parking in the main towns in the county is regulated by local Bye Laws, with APCOA (private contractor) and Council traffic and community wardens providing enforcement.

Fire Service

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 which co-ordinates emergency management preparation across the council.

Sustainable Transport

The Sustainable Transport Section will continue to deliver active travel and road safety measures and activities in 2023 supporting initiatives promoting walking, cycling and public transport usage including Bike Week, European Mobility Week and other related promotions.

The school warden service provided by Kildare County Council, caters for thousands of children attending schools in the county on a daily basis during school term. There are 29 school wardens in the county managed by the Road Safety Officer.

Accessibility

The Department also plays a key role in the area of access and disability. We have appointed an Access Officer who is responsible for providing and/or arranging for, and co-ordinating assistance and guidance to persons with disabilities accessing our services. The role provides assistance to departments in meeting their requirements under the Disability Act 2005, and therefore making Kildare County Council and its services 'accessible for all".

Building and Development Control

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.

2023 Service Delivery Plan

The table below sets out the services that will be delivered by the Roads, Transportation and Public Safety Directorate in 2023:

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
Transportation & Public Safety				
1.2	Deliver the Annual Winter Maintenance Programme	To implement the Severe Weather Plan as required	No. of routes serviced	Winter salting routes: 10 – 688km
1.2	Deliver the Annual Winter Maintenance Programme	To implement the Severe Weather Plan as required	No. of winter salting events	80
1.2	Implement the Severe Weather Plan as required	To respond to major emergencies as required	No. of weather-related alerts via Mapalerter	Weather event alerts: 0
1.2	Appropriate and timely response to major emergencies	To respond to major emergencies as required	Ensure effective planning and coordination to deliver an efficient response when emergencies arise 5 MEMC meetings per year 1 inter-agency meeting per year	MEMC meetings: 5 Inter-agency meetings: 0
1.3	Implement the National Public Lighting Upgrade project to improve energy efficiency and the safety of the county road network	Implement the National Public Lighting Upgrade Project to improve energy efficiency and the safety of the county road network	% public street lighting infrastructure that is low energy (baseline stock c28,000 public lights Sept 2019)	Measurement commencing when project commences in County Kildare. Regional project, led by Kilkenny County Council

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
5	Deliver major capital infrastructure projects	To deliver the Kildare County Council Capital Programme in accordance with resources available, statutory processes and funding	Progression of projects on the 3-year capital programme	Resource based delivery of project milestones
5.1	Deliver a multi annual road improvement and restoration programme for the regional and local road network, in accordance with DoT funding allocation	To deliver annual road improvement and restoration works in accordance with DoT funding allocation	Current ratings provided in the Pavement Surface Condition Index (PSCI) at www.noac.ie	2,540 km of road (2022)

2,522 km of local & regional

18 km of national secondary (2022) |
| 5.1 | Continue to update the map road database to maximise the annual allocation of funding

Continue to identify safety improvement schemes to reduce the incidents of road traffic collisions | To review and update map road on an annual basis to maximise funding to secure annual funding for safety improvement schemes | Annual roadworks programme | €26,479,714 |
| 5.1 | Survey all bridges on local roads and establish a risk register based on vulnerability to failure | To deliver an annual programme of bridge repairs in accordance with DTTaS | Annual % of surveys of bridges by Kildare County Council on national database | Baseline no. of bridges: 2,000

Reporting expected to commence in 2023 |

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
5.1	Support the Kildare National Road office to delivery improvements and upgrades to the National Road Network	To delivery TII annual programme of road improvements and upgrades	Annual spend on national road network	14 km of national road upgrades delivered in 2021 in Kildare
5.1	Operate an effective road licensing system and management of road openings in a coordinated way	To issue road opening licences as required	No. of road opening licences processed	1,543
5.1	Deliver local traffic management projects to support mobility and ease congestion	To provide new and improve existing signalised pedestrian crossings	Cumulative no. of signalised junctions	90
5.1	Deliver local traffic management projects to support mobility and ease congestion	To provide new and improve existing signalised pedestrian crossings	Controlled pedestrian crossings	121
5.1	Deliver local traffic management projects to support mobility and ease congestion	To provide new and improve existing signalised pedestrian crossings	Zebra Crossings	45
5.1	Ensure the continued safety of vulnerable road users	To provide and maintain appropriate measures to protect vulnerable road users	School flashing & periodic display signs	104
5.1	Ensure the continued safety of vulnerable road users	To provide and maintain appropriate measures to	Electronic driver feedback signs	59

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
		protect vulnerable road users		
5.1	Promote road safety with the Road Safety Authority, An Garda Síochána and other key stakeholders in promoting and improving road safety in the county	To publish a five-year Kildare Road Safety Plan	Road Safety Working Together Group (RSWTG)	Completion of a 5-year plan

RSWTG meetings to commence in March 2022

RSTWG meetings per year: 4 (2020) |
5.1	Promote road safety with the Road Safety Authority, An Garda Síochána and other key stakeholders in promoting and improving road safety in the county	Deliver road safety education in all Primary, Post-Primary and Third level schools	Local Authority Road Safety Officers (LARSO) Forum	Reporting to commence in 2023
5.1	Promote road safety with the Road Safety Authority, An Garda Síochána and other key stakeholders in promoting and improving road safety in the county	Promote road safety awareness in the community and on local and social media platforms	No. of campaigns promoted	Reporting to commence in 2023
5.1	Promote road safety with the Road Safety Authority, An Garda Síochána and other key stakeholders in	Coordinate Road Safety Week in Kildare	No. of events held	Reporting to commence in 2023

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
	promoting and improving road safety in the county			
5.1	Promote road safety with the Road Safety Authority, An Garda Síochána and other key stakeholders in promoting and improving road safety in the county	Promote the School Warden Crossing Service for 29 School Wardens including training and standard operational guidelines	No. of training events held	Reporting to commence in 2023
5.1	Promote road safety with the Road Safety Authority, An Garda Síochána and other key stakeholders in promoting and improving road safety in the county	To publish the county speed limit bye laws	Published bye laws as approved by elected members	Awaiting publication of National Guidelines.
5.2	Promote and support the development and maintenance of walking/cycling/public transport routes within the county in conjunction with other agencies	To continue delivery of the GDA Cycling Network & Transport Strategy in Kildare	No. of cycleway schemes progressed through or to the end of current phase in line with plan	31 no. projects progressed in 2022. 2023 funding agreed with NTA.
5.2	Promote and support the development and maintenance of walking/cycling/public	Provide cycle parking at schools & clubs	Cumulative no. of new or replaced bicycle parking/stand provided	Parking at 20 locations

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
	transport routes within the county in conjunction with other agencies			
5.2	To ensure our services, projects and programmes promote the Climate Action Plan for County Kildare	Optimise sustainable transport modes – walking, cycling and public transport	No. of new & existing rural bus routes - LocalLink Routes	3 new routes
5.2	To ensure our services, projects and programmes promote the Climate Action Plan for County Kildare	Supporting BusConnects and LocalLink routes	No. of bus shelters (new or replacement) and related infrastructure provided	5 shelters
5.2	To ensure our services, projects and programmes promote the Climate Action Plan for County Kildare	Supporting BusConnects and LocalLink routes	Provision of real time passenger information (RTPI)	0 RTPI
5.3	Manage parking to optimize parking spaces and support businesses and users	Implement pay parking bye laws	To commence the review of parking bye-laws across the county	Revised Parking Framework Policy in place. Bye-law reviews to commence in 2023
5.3	Provide user friendly options to pay for parking (discs and Park by Phone) as well as the management of on-street parking	To commence the review of parking bye-laws across the county	Upgrading new pay parking machines on a phased basis across the county	New card and coin parking machines installed in 4 towns.
5.3	Continue to administer and enforce pay parking and associated Bye Laws	To purchase coin and card facility pay and display machines in conjunction	No. of towns and villages with pay parking	10

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
	Manage Enforcement System	with the review of parking bye-laws		
5.3	Manage enforcement system	Provide an online parking permit system	Develop and implement an online parking permit system	Introduced in 2022
5.4	Support the installation of services and rollout of broadband services by relevant providers	To support the development of a digital strategy	No. of road opening licences for telecommunications companies	118
Building & Development Control				
1.6	To ensure safe and sustainable buildings in urban and rural areas	Monitor compliance with the building regulations and the building control regulations	Total no. of new buildings notified to Building Control Authority	1,864
1.6	To ensure safe and sustainable buildings in urban and rural areas	Monitor compliance with the building regulations and the building control regulations	No. of new buildings notified that were subject to at least one inspection	990
1.6	To ensure safe and sustainable buildings in urban and rural areas	Monitor compliance with the building regulations and the building control regulations	P1 No. of buildings inspected as a % of new buildings notified to the local authority (Minimum Target 15%)	53.11%
1.6	To ensure safe and sustainable buildings in urban and rural areas	Monitor compliance with the building regulations and the building control regulations	Total no. of inspections	6,904

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
1.6	To ensure safe and sustainable buildings in urban and rural areas	Monitor compliance with the building regulations and the building control regulations	Total no. of commencement notices received	575
1.6	To ensure safe and sustainable buildings in urban and rural areas	Monitor compliance with the building regulations and the building control regulations	No. of valid commencement notices received	562
1.6	To ensure safe and sustainable buildings in urban and rural areas	Monitor compliance with the building regulations and the building control regulations	No. of certificates of compliance received	735
1.6	To ensure safe and sustainable buildings in urban and rural areas	Monitor compliance with the building regulations and the building control regulations	No. of disability access applications received	216
1.6	To ensure safe and sustainable buildings in urban and rural areas	Monitor compliance with the Energy Performance of Buildings Directive	No. of BER certificates received	2,104 BERs received through BCMS for buildings where Certificates of Completion on Compliance were received during 2022

36 Agents in 12 towns inspected during 2022 for compliance with legislation in respect of the display of BER ratings. |

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
1.6	To ensure safe and sustainable buildings in urban and rural areas	Monitor performance with the Construction Products Directive	Ongoing review of construction products and CE markings as part of site inspections	Currently no relevant metric
3.8	To ensure safe and sustainable buildings in urban and rural areas	To monitor active private housing developments so that site development works are constructed and completed in accordance with the conditions of the granted planning permission and in accordance with the relevant specifications	No. of Development Control Inspections of active housing developments	1,432
3.8	To ensure safe and sustainable buildings in urban and rural areas	Legacy Housing Estates	No. of site resolution plans developed	20
3.8	To ensure safe and sustainable buildings in urban and rural areas	Legacy Housing Estates	No. of site resolution plans agreed with Irish Water	9
3.8	To ensure safe and sustainable buildings in urban and rural areas	Progress the Taking in Charge process when requested by developers or the majority of homeowners (Section 180 request)	No. of estates where snag lists have been prepared and passed to the Developer	20
3.8	To ensure safe and sustainable buildings in urban and rural areas	Progress the Taking in Charge process when requested by developers or the majority of homeowners (Section 180 request)	No. of estates Taken in Charge	24

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
3.8	To ensure safe and sustainable buildings in urban and rural areas	Progress the Taking in Charge process when requested by developers or the majority of homeowners (Section 180 request)	To update the current Kildare County Council - Taking in Charge Policy Document 2008	Final draft policy to be presented to SPC in May 2023. Anticipated adoption by full Council is mid 2023
Health & Safety				
6.1	Drive health and safety best practice through staff consultation, communication and proactive monitoring	Continue to review and improve the organisation's Health & Safety Management system	Annual target of 48 safety inspections to be completed by the health & safety section	56 Covid compliance inspections (Jan & Feb) 49 Safety Inspections
Fire Service				
1.6	To ensure safe and sustainable buildings in urban and rural areas	Enforce fire safety legislation in premises through a programme of inspections, licensing and enforcement, prioritised based on risk	No. of premises inspected (in accordance with the schedule set out in the Fire Safety Business Plan	59 inspections of 52 premises
1.6	To ensure safe and sustainable buildings in urban and rural areas	Support the legislated fire safety requirements of the Building Control Act, through providing an efficient Fire Safety Certification Process	P5: A. % of applications for fire safety certificates received that were decided (granted or refused) within two months of their receipt	73.16% (2021 NOAC)
1.6	To ensure safe and sustainable buildings in urban and rural areas	Support the legislated fire safety requirements of the Building Control Act, through providing an	P5: B - % of applications for fire safety certificates received that were decided (granted or refused) within	26.84% (2021 NOAC)

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
		efficient Fire Safety Certification Process	an extended period agreed with the applicant	
1.6	To ensure safe and sustainable buildings in urban and rural areas	Promote fire safety via the "Schools Programme"	Number of National School third classes visited as a percentage of the total no. of classes in the county	0%
1.6	To ensure safe and sustainable buildings in urban and rural areas	Improve fire safety in vulnerable communities through the promotion and implementation of home fire safety checks	Number of home fire safety checks	0
4.9	To protect communities from fire and other emergencies, working with partner agencies and in accordance with national policies	Maintain operational readiness and capability to deliver an appropriate response to fire service incidents	F2: Average time taken, in minutes, to mobilise the fire brigades in respect of fire	6.43 (2021 NOAC)
4.9	To protect communities from fire and other emergencies, working with partner agencies and in accordance with national policies	Maintain operational readiness and capability to deliver an appropriate response to fire service incidents	F2: Average time taken, in minutes, to mobilise fire brigades in respect of all other (non-fire) emergency incidents	6.23 (2021 NOAC)
4.9	To protect communities from fire and other emergencies, working with	Maintain operational readiness and capability to deliver an appropriate	F3: A % of cases in respect of fire in which first	18.46% (2021 NOAC)

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
	partner agencies and in accordance with national policies	response to fire service incidents	attendance at the scene is within 10 minutes	
4.9	To protect communities from fire and other emergencies, working with partner agencies and in accordance with national policies	Maintain operational readiness and capability to deliver an appropriate response to fire service incidents	F3 B % of cases in respect of fire in which first attendance at the scene is after 10 minutes but within 20 minutes	64.44% (2021 NOAC)
4.9	To protect communities from fire and other emergencies, working with partner agencies and in accordance with national policies	Maintain operational readiness and capability to deliver an appropriate response to fire service incidents	F3 C % of cases in respect of fire in which first attendance at the scene is after 20 minutes	17.10% (2021 NOAC)
4.9	To protect communities from fire and other emergencies, working with partner agencies and in accordance with national policies	Maintain operational readiness and capability to deliver an appropriate response to fire service incidents	F3 D % of cases in respect of all other emergency incidents in which fire attendance at the scene is within 10 minutes	18.34% (2021 NOAC)
4.9	To protect communities from fire and other emergencies, working with partner agencies and in	Maintain operational readiness and capability to deliver an appropriate	F3 E % of cases in respect of all other emergency incidents in which first attendance at the scene is	67.97% (2021 NOAC)

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
	accordance with national policies	response to fire service incidents	after 10 minutes but within 20 minutes	
4.9	To protect communities from fire and other emergencies, working with partner agencies and in accordance with national policies	Maintain operational readiness and capability to deliver an appropriate response to fire service incidents	F3 F % of cases in respect of all other emergency incidents in which first attendance at the scene is after 20 minutes	13.69% (2021 NOAC)
4.9	To protect communities from fire and other emergencies, working with partner agencies and in accordance with national policies	Maintain operational readiness and capability to deliver an appropriate response to fire service incidents	F1: Cost Per Capita of the Fire Service	€33.04 (2021 NOAC)
4.9	To protect communities from fire and other emergencies, working with partner agencies and in accordance with national policies	Co-ordinate the emergency management function for Kildare County Council and arrange bi-monthly Major Emergency Management Committee (MEMC) meetings	MEMC meetings held	6
4.9	To protect communities from fire and other emergencies, working with partner agencies and in	Major Emergency Management Committee (MEMC) meetings	Internal MEM exercises and training held	2

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
	accordance with national policies			
4.9	To protect communities from fire and other emergencies, working with partner agencies and in accordance with national policies	Major Emergency Management Committee (MEMC) meetings	Interagency exercises and training	3

ECONOMIC DEVELOPMENT

2023 Service Delivery Plan

The table below sets out the services that will be delivered by the Economic Development department in 2023:

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
2.1	To strengthen the enterprise base and encourage job creation activities	Increase the number of jobs created in Kildare through upskilling from training courses, financial assistance through LEO grant schemes & MFI loans, attracting & supporting new and existing businesses to/in Kildare	No. of jobs created	284
2.1	Promote entrepreneurship & provide an integrated support structure conducive to enterprise start up and growth	Increase the number of grant applications both received & approved	No. of grants approved	60 totalling €1,091,966.05 (Including Feasibility, Priming, Expansion. TAME and Grad Start)
2.1	Promote entrepreneurship & provide an integrated support structure conducive to enterprise start up and growth	Increase the no. of training courses and to develop programmes specific to entrepreneurs' current needs	No. participants on training courses	2,107
2.1	Promote entrepreneurship & provide an integrated support structure conducive to enterprise start up and growth	Maintain the number of mentoring sessions to assist and develop entrepreneur's business needs	No. of mentoring sessions	467
2.1	Promote entrepreneurship & provide an integrated	Increase the number of applications received and	No. of online trading vouchers approved	125 approved totalling €222,165.82

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
	support structure conducive to enterprise start up and growth	approved for online trading vouchers		
2.10	Promote and assist access to the agile and innovation funds across all industry sectors	Increase awareness of the agile and innovation funds through LEO Kildare's communication and promotion channels	No. of innovation projects funded & value of funds accessed by Kildare based companies	8 businesses funded totalling €221,466
2.2	Promote Kildare as location of choice for FDI investment & support existing FDI companies in sustaining and expanding their business	Support County Kildare to showcase the attractions of the county and to demonstrate that it is an outstanding area to establish and develop a modern business.\n\nThe new gains will come from expansions of the existing base of foreign companies as well as new arrivals	No. of FDI companies in Kildare	29 companies\n\nFDI Employment growth was highest in the Mid East region; up 13.1% to 21,861.
2.3	Promote Kildare as "The Thoroughbred County"\n\nPursue planning policies which protect the environmental qualities which have led to the development of Kildare as	To discover, share and apply new knowledge that will enhance the health, performance, and management of horses commensurate with the signature status of Kildare's equine industry	No. Start-ups in Equine Tech Hub	National Equine Innovation Hub opened in March 2022 and 4 equine tech companies located there

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
	the centre of the equine industry in Ireland			
2.5	Facilitate and support the expansion and sustainment of the retail offering in County Kildare	Successfully run a Retail Conference in 2023 to support retailers in Co. Kildare	Sustaining /growing retail of outlets in the County	Retail Support Conference will be planned for Summer of 2023
2.5	Facilitate and support the expansion and sustainment of the retail offering in County Kildare	Increase no. of applications for Shop Front grant scheme	No. of shops opting to use Shop Front grant scheme	45 Shop Front Grants and 24 Window Display totalling 69
2.5	Facilitate and support the expansion and sustainment of the retail offering in County Kildare	Increase no. of applications for Shop Front competition	No. of entrants in pride of place Shop Front competition	Competition postponed to Q1 2023
2.5	Facilitate and support the expansion and sustainment of the retail offering in County Kildare	Increase no. of retailers engaging with Age Friendly Business Recognition Scheme	No. of retailers engaging with Age Friendly Business Recognition Scheme	2 Age Friendly Applicants
2.5	Facilitate and support the expansion and sustainment of the retail offering in County Kildare	Increase targeted promotion to grow take up of online retailing	No. of retail adopting online amongst our bricks and mortar retailers	40
2.8	Increase economic activity and build sustainability into the rural economy	Successfully run a Green & Sustainability Conference, specifically aimed at businesses in Kildare	Increased no. of rural enterprise and diversification initiatives	17 Green for Micro completed 2022
2.8	Support increased development of rural	Run a Green for micro courses for LEO clients/	Development of Agri-food – science network	Ongoing – related to the Athy Model School Project

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
	enterprises in renewable energy and green technology	businesses in Kildare to adopt green processes within their operations		
2.8	Support increased development of rural enterprises in renewable energy and green technology	Run a Green for micro courses for LEO clients/ businesses in Kildare to adopt green processes within their operations	Development Agri-food – Hub	Pending RRDF funding application to support the construction
2.9	Encourage and support upskilling, job mobility and enterprise creation management	Run courses & initiatives specifically aimed at current demands to support upskilling, job mobility and enterprise creation management	No. of people engaged in upskilling and training in business sector	2,107
2.0	Contribute to the growth of the region and expand international reach	Identify and encourage new businesses which have the potential to develop and grow employment and export	No. of client companies exporting	87 client companies directly engaging in LEO export training supports 95 clients within grant portfolio are existing exporters
2.0	Contribute to the growth of the region and expand international reach	Identify and encourage new businesses which have the potential to develop and grow employment and export	No. of clients accessing TAME vouchers	10 applications approved, totalling €21,979.05

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
2.0	Contribute to the growth of the region and expand international reach	Increase the progression of companies exporting through Export Enterprise Development Programmes, technical assistance for micro exporters grant. Running an Innovation Conference for the Mid-East region to support growth within business	No. of innovation hubs developed in the county and region	2
2.0	Contribute to the growth of the region and expand international reach	Increase the progression of companies exporting through Export Enterprise Development Programmes, technical assistance for micro exporters grant. Running an Innovation Conference for the Mid-East region to support growth within business	No. of HPSU start-ups transferred to Enterprise Ireland	5 clients transferred to HPSU
2.0	Contribute to the growth of the region and expand international reach	Increase awareness of high potential or export related initiatives	No. of start-ups on global ambition program	12 clients commenced Global Ambition Programme
2.0	Contribute to the growth of the region and expand international reach	Increase awareness of high potential or export related initiatives	No. of attendees at regional conference on Innovation	Innovation Conference: September 2023
2.11	To provide opportunities to reduce car-based	Create clusters of innovation hubs in the County.	Occupancy of MERITS	Masters in Innovation and Enterprise collaboration

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
	commuting out of the County, through high quality co-working hubs enabling people to work remotely, temporarily or permanently	Open the Mid-Eastern region innovation think space (MERITS) building to provide co-working incubation and accelerator space for technology entrepreneurs and technology businesses		with Trinity's TANGENT with 16 participants
2.11	To provide opportunities to reduce car-based commuting out of the County, through high quality co-working hubs enabling people to work remotely, temporarily or permanently	MERITS Business activity started	Occupancy of MERITS	72 tech start-up companies supported during 2021-2022
2.11	To provide opportunities to reduce car-based commuting out of the County, through high quality co-working hubs enabling people to work remotely, temporarily or permanently	MERITS Business activity started	Occupancy of MERITS	2 person MERITS team now in place
2.11	To provide opportunities to reduce car-based commuting out of the County, through high quality co-working hubs enabling	MERITS Business activity started	Occupancy of MERITS	9 companies now resident at MERITS (max capacity until snagging items are completed)

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
	people to work remotely, temporarily or permanently			

CORPORATE SERVICES

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The Corporate Services Department's core activities include:

- providing first point of contact customer service management via email, post, phone and in person
- providing support services for elected members and servicing statutory meetings
- maintaining the register of electors
- administrative support services to the Chief Executive and Management Team
- operating the media and communications function for the organisation
- managing Freedom of Information and Data Protection obligations
- Facilities Management along with the coordination of several corporate wide functions across directorates

To meet the needs of all customers the dedicated Customer Service Unit and Athy Customer Service Point will continue to provide information and deal with customer enquiries.

Our Members Services Team will continue to provide a comprehensive and accessible service to the 40 elected members of Kildare County Council across the five Municipal Districts and to explore the use of technology to assist them in efficiently carrying out their role.

A key focus in 2023 will be continued delivery of quality services to both elected members and customers, with enhanced focus on reporting and continued improvement of organisational performance around response times and the quality of responses to customer and members enquiries.

We will also continue to embed activities from our Communications Strategy, to improve both internal and external communications channels delivering timely and useful information to our customers and stakeholders.

Arising from the Electoral Reform Act 2022, we will work alongside elected representatives, public bodies, community groups and other stakeholders to spread awareness regarding voter registration, facilitate understanding regarding changes to the electoral registration process and meet statutory reporting requirements.

2023 Service Delivery Plan

The table below sets out the services that will be delivered by the Corporate Services Department in 2023:

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
1.3	To ensure that all non-domestic local authority owned premises comply with sustainability requirements by undergoing energy audits to identify ways to improve energy efficiency	Carry out energy audits as part of buildings upgrade works and implement actions to reduce energy usage.	Number of energy audits undertaken and actions implemented.	Audit carried out in ACD
1.3	To ensure that all non-domestic local authority owned premises comply with sustainability requirements by undergoing energy audits to identify ways to improve energy efficiency	Implement new Building Management system in Aras Chill Dara	Completion of installation in 2023	New Lighting Management systems installed in Aras Chill Dara in 2022
2.5	Consult with communities and collaborate with partners to enhance the public realm and design of our towns and villages and deliver projects and programmes that revitalise the local retail economy and rural hinterlands	Continue review of Casual Trading Bye Laws to comply with new regulations and address growing demand for outdoor trading in the public realm.	To review and draft bye laws for public consultation and the subsequent approval of members. Issue of licences for casual trading	New bye laws adopted in two MDs during 2022. Reviews started in two MDs 4

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
4.1	Irish Language legislation	Monitor compliance with Irish Language requirements	Report on compliance	Completed update for inclusion in Annual Report
4.5	Building communities through empowerment and inclusion "To empower all citizens to participate in safe and inclusive communities and access services and supports that make a positive difference in their lives."	To evaluate, address and report upon the Council's compliance with the public sector duty under the Irish Human Rights & Equality Commission guidance	Implementation of Public Sector Duty Framework Document	Assessment of Human Rights and Equality issues in County Kildare
5.0	Maintenance of corporate buildings	Undertake inspections and prepare building maintenance plans for the corporate estate.	Upload all plans to CMMS software	50% of all buildings to be uploaded to CMMS in 2023
6.0	To assist local democracy while improving service delivery, engagement and communications by maximising the effectiveness of our people, budgets, operations and ICT resources."	Engagement with the EU Senior Programme Officer at OGP Local and establishment of contacts to guide us in the co-creation planning process.	Successful participation in the international Open Local Government Partnership programme	Acceptance into the programme in 2022
6.4	Utilise ICT to reduce costs, improve operational efficiency, expand online and Cloud enabled services to make it easier for	Embed and further develop the new CRM system for the organisation in conjunction with IT Dept	No. of customer cases (incl. NPPR, elected representatives) processed annually within the CRM system	24,491

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
	customers to access services and information			
6.4	Utilise ICT to reduce costs, improve operational efficiency, expand online and Cloud enabled services to make it easier for customers to access services and information	Operation of services from Athy Customer Service Point	No. of NPPR cases processed	1,949
6.4	Utilise ICT to reduce costs, improve operational efficiency, expand online and Cloud enabled services to make it easier for customers to access services and information	Operation of services from Athy Customer Service Point	No. of phone calls processed	4,642
6.5	Support local democracy and the interests of the community by assisting the role of Elected Representatives and by growing voter registration.	Review and improve support services for elected members	Ongoing review	Ongoing
6.5	Support local democracy and the interests of the community by assisting the role of Elected Representatives and by growing voter registration.	Complete Training Policy to formalise the ongoing training programme for the elected members.	Agreement on policy	TBC

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
6.5	Support local democracy and the interests of the community by assisting the role of Elected Representatives and by growing voter registration.	Continue to review and improve the service of meetings of council.	No. of statutory meetings serviced annually	86
6.5	Support local democracy and the interests of the community by assisting the role of Elected Representatives and by growing voter registration.	Continue to review and improve the service of meetings of council.	No. of remote meetings supported	6
6.4	Support local democracy and the interests of the community by assisting the role of Elected Representatives and by growing voter registration.	Upgrade of council chamber to support hybrid meetings and webcasting.	Appointment of contractor following tender Completion of works	PQQ completed in 2022
6.4	Support local democracy and the interests of the community by assisting the role of Elected Representatives and by growing voter registration.	Working with LGMA and service provider to find solution for electronic voting for hybrid meetings.	Development of solution for local authority meetings in 2023.	Proof of concept completed in 2022
6.4	Support local democracy and the interests of the community by assisting the role of Elected	Introduction of 'Meetingpoint' meetings management system to support inhouse management of meetings	In house pilot in members services to be completed Q2/Q3 2023	Installation of system completed Q3 2022

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
	Representatives and by growing voter registration.			
6.5	Support local democracy and the interests of the community by assisting the role of Elected Representatives and by growing voter registration.	Further develop and integrate CRM system to record and monitor members and TD reps	No. of representations from members processed annually (incl. Oireachtas)	5,434
6.4	Support local democracy and the interests of the community by assisting the role of Elected Representatives and by growing voter registration.	Test and launch of Members CRM portal	Successful deployment of portal and no of members using it.	Group established to test system.
6.7	Continue to support strong audit, financial, risk, data and corporate governance and reporting systems to build public confidence, maximise efficiency and ensure compliance with our obligations	Publish the Annual Report (incl progress report on ASDP 2022)	Completion for May council meeting and publication by end June	Adopted and published by 30.06.22
6.7	Continue to support strong audit, financial, risk, data and corporate governance and reporting systems to build public confidence, maximise efficiency and	Publish Annual Service Delivery Plan for 2023	Completion for March council meeting	Adopted and published by 31.03.22

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
	ensure compliance with our obligations			
6.7	Continue to support strong audit, financial, risk, data and corporate governance and reporting systems to build public confidence, maximise efficiency and ensure compliance with our obligations	Ensure completion of Annual Ethics Declarations and availability of public register	Forms to be returned by 28.02.2023 and register compiled	% returned in 2022: 100% % members returned by due date: 85% % staff returned by due date: 89%
6.7	Continue to support strong audit, financial, risk, data and corporate governance and reporting systems to build public confidence, maximise efficiency and ensure compliance with our obligations	Publication of political donation statements, attendance records, payments and expenses of members	Publish donation statements annually and registers quarterly as required	Published on quarterly and annual basis in 2022
6.7	Continue to support strong audit, financial, risk, data and corporate governance and reporting systems to build public confidence, maximise efficiency and ensure compliance with our obligations	Monitor compliance with Lobbying Act 2015	Ongoing oversight to keep information updated	Maintained information required online
6.7	Continue to support strong audit, financial, risk, data and corporate governance	Compliance with the Protected Disclosure Policy	Complete Annual Report by 1st July each year	Published by 1.7.2022

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
	and reporting systems to build public confidence, maximise efficiency and ensure compliance with our obligations			
6.7	Continue to support strong audit, financial, risk, data and corporate governance and reporting systems to build public confidence, maximise efficiency and ensure compliance with our obligations	General Data Protection Regulations (GDPR) compliance	Provision of online GDPR training and awareness for staff.	No. of staff who completed training in 2022: 758
6.7	Continue to support strong audit, financial, risk, data and corporate governance and reporting systems to build public confidence, maximise efficiency and ensure compliance with our obligations	General Data Protection Regulations (GDPR) compliance	No. of access requests processed in 2022	45
6.7	Continue to support strong audit, financial, risk, data and corporate governance and reporting systems to build public confidence, maximise efficiency and ensure compliance with our obligations	Ensure compliance with the FOI Act 2014	No. of FOI requests processed in 2022	136

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
6.7	Continue to support strong audit, financial, risk, data and corporate governance and reporting systems to build public confidence, maximise efficiency and ensure compliance with our obligations	Ensure compliance with the FOI Act 2014	Provision of annual FOI training to decision makers.	No. of decision makers who received training: 5
6.2	To ensure value for money in procurement activities through staff training, compliance with national procurement policies and participation in shared procurement initiatives.	To manage the Legal Services Framework and requests for legal services on behalf of all Departments	Review service and renewal of contracts when due.	Contracts for legal services maintained.
6.7	To ensure efficiency, transparency and accountability is upheld in monitoring, reporting and meeting statutory requirements.	To manage the Legal Services Framework and requests for legal services on behalf of all Departments	Ensure cases tracked and closed in accordance with procedures	Cases created during 2022: 688

Cases closed during 2022: 712 |
| 6.2 | To ensure value for money in procurement activities through staff training, compliance with national procurement policies and | Monitor and manage procurement contracts | Ensure renewal or procurement of service contracts when due | Ongoing renewals in 2022 |

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
	participation in shared procurement initiatives.			
6.7	Continue to support strong audit, financial, risk, data and corporate governance and reporting systems to build public confidence, maximise efficiency and ensure compliance with our obligations	To conduct budget reviews	% spend vs budget	Reviewed Quarterly
6.7	Continue to support strong audit, financial, risk, data and corporate governance and reporting systems to build public confidence, maximise efficiency and ensure compliance with our obligations	To support the work of the Audit Committee	No. of meetings supported annually. Publication of Annual Audit Committee Report	4 Report to be published by June 2023
6.7	Continue to support strong audit, financial, risk, data and corporate governance and reporting systems to build public confidence, maximise efficiency and ensure compliance with our obligations	Complete document management policy and progress implementation	Adoption of Records Management Policy by Info Management Committee	Policy drafted in 2022, for adoption in 2023
6.7	Continue to support strong audit, financial, risk, data and corporate governance	Progress Records Management Centre	Continue and completed construction and fit out.	Works commenced Q3 2022

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
	and reporting systems to build public confidence, maximise efficiency and ensure compliance with our obligations			
6.7	Continue to support strong audit, financial, risk, data and corporate governance and reporting systems to build public confidence, maximise efficiency and ensure compliance with our obligations.	To oversee the reporting of 2022 Performance Indicators to NOAC within statutory deadlines	To complete return of indicator data to NOAC by 28.4.2023	Data returned by 28.4.2022
6.9	Review and improve our communications channels to deliver timely and useful information that makes it easier for customers to access services and information.	Embed Communications Strategy 2022 – 2024	Highlight implementation progress in Annual Report and statutory progress reports	Progress published in Annual Report and statutory progress reports
6.9	Review and improve our communications channels to deliver timely and useful information that makes it easier for customers to access services and information.	Review and expand use of MapAlerter and other IT customer information systems	Increase no. of registered users of Mapalerter system and use of system by council	No. of users: 1,931
6.9	Review and improve our communications channels to	Greater use of social media channels to communicate	Regular and consistent use of social media channels	No. of social media campaigns/topics in 2022

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
	deliver timely and useful information that makes it easier for customers to access services and information.	with public and promote the work of the Council		Q1 – 71 Q2 – 53 Q3 – 29 Q4 - 54
6.9	Review and improve our communications channels to deliver timely and useful information that makes it easier for customers to access services and information.	Embed Communications Steering Group to promote greater information sharing across the organisation and support communications planning and outcomes	Bi-monthly meetings	2 meetings in 2022 following launch of the Group in September
6.9	Review and improve our communications channels to deliver timely and useful information that makes it easier for customers to access services and information.	Increase engagement with our social media channels and no. of followers	Analysis and reporting on social media performance to include: Rate of engagement No. of followers	FB Average Reactions: 13.5 Average Shares: 4.8 Twitter Average Likes: 2.4 Average Retweets: 1.4 Core Kildare County Council channels (end 2022): Facebook – 19,019 Twitter – 9,872 Instagram – 2,380
6.10	To increase the use of social media and other communications tools by	Regular and consistent newsflow via our website and press to communicate work of the Council	Volume of press releases, campaigns and flow of information	No. of Press Releases: 105

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
	the Council and enhance community awareness			
6.10	To increase the use of social media and other communications tools by the Council and enhance community awareness	Develop proactive communications opportunities to communicate the Council's services, projects, and achievements	Volume of proactive communication of each department of the Council, supporting the delivery of Corporate Plan	Report annually in statutory reports
6.10	To increase the use of social media and other communications tools by the Council and enhance community awareness	Maintain relevant content on staff app – Konnect,to provide a useful and engaging internal communications tool	Volume of content	Reporting to start in 2023
4.10	To support Irish language and culture through implementing our Irish Language obligations and related events and supports.	Ensure greater presence of the Irish language in our communications.	% of newspaper advertising that is in the Irish language	New indicator for 2023
4.10	To support Irish language and culture through implementing our Irish Language obligations and related events and supports.	Ensure greater presence of the Irish language in our communications.	% of advertising budget spent on Irish language advertising in Irish language media	New indicator for 2023
1.6	Ensure continued robust enforcement, licensing, certification and regulation in environmental protection, planning, building control, fire safety	Operation of Alcohol Bye Laws	% of fines paid % of fines subject of legal proceedings	50% (2022) 50% (2022)

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
	and public health and safety in order to support our citizen's quality of life and the built and natural environment.			
1.6	Ensure continued robust enforcement, licensing, certification and regulation in environmental protection, planning, building control, fire safety and public health and safety in order to support our citizen's quality of life and the built and natural environment.	Operation of Alcohol Bye Laws	Rollout of signage in MDs	Signage erected in 2022: Clane Maynooth, Athy, Kildare Newbridge and Naas Districts
6.4	Utilise ICT to reduce costs, improve operational efficiency, expand online and Cloud enabled services to make it easier for customers to access services and information.	Ensure that procedures and policies support effective customer service	Publicly report on implementation of Customer Service Action Plan and new Customer Complaint Procedure introduced in 2022	Progress to be published in Annual Report and statutory progress reports
6.4	Utilise ICT to reduce costs, improve operational efficiency, expand online and Cloud enabled services to make it easier for	Roll out CRM dashboard to all Sections following successful 2022 pilot and report Qtrly to Mgmt. Team on processing performance for CRM cases.	No. of Sections using CRM for contact management.	New indicator for 2023

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
	customers to access services and information.			
6.4	Utilise ICT to reduce costs, improve operational efficiency, expand online and Cloud enabled services to make it easier for customers to access services and information.	Track and report on performance regarding phone calls to main Customer Service contact no. to enhance response times. Report to Mgmt. Team on performance Qtrly.	Volume of answered calls.

Average wait time per call answered. | 127,678

23 seconds |
6.5	Support local democracy and the interests of the community by assisting the role of elected representatives and by growing voter registration	Ensure the Register of Electors is effectively maintained	No. of electors on Rolling register at commencement of year	151,189 (Jan 2023)
6.5	Support local democracy and the interests of the community by assisting the role of elected representatives and by growing voter registration	Develop and deliver communications initiatives to promote registration	Engagement with community groups, schools, and colleges in 2023	No. of contacts
6.5	Support local democracy and the interests of the community by assisting the role of elected representatives and by growing voter registration	Update Polling Scheme to reflect population changes in the County	Completion of new scheme for adoption in 2023	New in 2023

FINANCE

The Finance Department has primary responsibility for a range of functions including:

- Budgets
- Financial Management & Reporting
- Accounting
- Payments
- Revenue Collection (including rates, rents & housing loans)
- Treasury Management
- Development Contribution Collection
- Motor Tax
- Innovation

2023 Service Delivery Plan

The table below sets out the services that will be delivered by the Finance Department in 2023:

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
1.3	To enhance the competency of staff in green procurement practices	Procurement to liase with Climate Action team to increase staff awareness of green procurement option	No. of relevant staff attending green procurement briefings/training	Reporting to commence in 2023
6.7	To ensure that the council's revenue account is in balance over the medium term	Continue to maintain and where possible increase collection rates	Collection level of rates	86%
6.7	To ensure that the council's revenue account is in balance over the medium term	Continue to maintain and where possible increase collection rates	Collection level for rents and annuities	92%
6.7	To ensure that the council's revenue account is in balance over the medium term	Continue to maintain and where possible increase collection rates	Collection level of housing loans	73%
6.7	To ensure that the council's revenue account is in balance over the medium term	Annual Financial Statement (AFS) to be submitted to the Department of HPLG within statutory timeframe	Annual Financial Statement	Annually - March
6.7	To ensure that the council's revenue account is in balance over the medium term	AFS to be submitted to the Department of HPLG within statutory timeframe	Revenue expenditure per capita	€788.29

COMMUNITY

The Community department develops and leads initiatives aimed at providing civic leadership and opportunities for community engagement as well as supporting community leadership. Our community team includes support and coordination of Kildare Local Community Development Committee (LCDC) which strives to provide strategic, joined-up approach to local and community development.

Some of the key areas of focus in 2023 for the department include:

- Delivery of Brigid 1500 programme
- Roll out of the new Property Interest Register
- Continued support of communities through development work and grant schemes
- Development of the Local Economic and Community Plan (LECP) which provides the framework for community and economic development for the county.

The Parks Department provides Kildare County Council's landscaping service across the county. A varying and wide range of work is carried out by the Department across the county related to provision, design and maintenance of recreation and amenity facilities. The main priorities for 2023 are:

- Delivery of playgrounds in Allenwood & the upgrade of Leixlip Playground
- Progress the delivery of Cherry Avenue Park, Kildare Town
- Development of the gardens in Oldtown Demense, Naas
- Develop a sensory garden in St Catherine's Park, Leixlip
- Development of conservation plans for Carton Avenue Amenity Lands in Maynooth & Castletown Woods, Celbridge
- Installation of Information Signage in The Peoples Park, Athy
- Path resurfacing and installation of seating at the Moat of Ardscull, Kilmead

2023 Service Delivery Plan

The table below sets out the services that will be delivered by the Community Services Department in 2023:

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
4.1	To work to enhance community participation and achieve citizenship through capacity building and training in conjunction with the PPN	Promote increased participation	No. of PPN members	600
4.1	To work to enhance community participation and achieve citizenship through capacity building and training in conjunction with the PPN	Encourage representation	No. of PPN representatives to Kildare County Council & related structures	24
4.1	To Promote consultation and communication through partnership with employees and citizens	Arrange social events	No. of events in Social Inclusion Week/Climate Action/Plenaries	24
4.1	To Promote consultation and communication through partnership with employees and citizens	Arrange information sessions	No. of PPN information sessions regarding supports available	20
4.1	To develop the community leadership role of the council through the Local	To ensure that Kildare LCDC continues to run effectively and efficiently	Sustain the current no. of meetings annually by LCDC	29 (2023)

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
	Community Development Committee (LCDC)		and its supporting sub-committees (3-4)	
4.0	To support the work of the Strategic Policy Committees	2019-2024 work plans to be reviewed. All 2023 policies updates to be confirmed and listed on agenda	No. of policies, strategies and schemes reviewed and developed by Strategic Policy Committee	No. of policies and strategies brought to full council for consideration
4.0	To continue to work with existing community residents' associations and support the development of new residents' associations	Residents' Associations grants scheme will be run for local authority and private estates in 2023	No. of Resident Association Groups applications	Local Authority: 64 Private: 276
4.0	Continue to promote social inclusion and community development as good practice in all project estates	Continue promotion	Kildare County Council priority project estates supported	15
4.0	Support groups to participate in local and national award competitions to highlight best practice and encourage participation	Continue to support participation	Over 30 groups participate in the annual Pride in your Place competition	31
4.0	Support groups to participate in local and national award competitions to highlight best practice and encourage participation	Continue to support participation	Over 20 gardens qualified for the Best Kept Garden competition	21

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
4.0	Support groups to participate in local and national award competitions to highlight best practice and encourage participation	Continue to support participation	Over 10 young people participate in the Youth Endeavour Awards	11
4.1	Support in the preparation of project proposals, accessing grants, funds for identified projects. e.g. community festival LPT etc	Continue to support and promote participation	No. of grant awards for community, festival, residents' associations, LPT, education bursary, Drehid and community enhancement grants schemes	978
4.8	Multi-agency group established for targeted estates in the County to highlight gaps in service provision	Continue to work with targeted estates	At least 3 meetings per year	4
4.8	To continue to focus on social inclusion as a means of tackling poverty and disadvantage	To ensure that the Kildare SICAP programme is delivered in line with the agreed plan	No. of persons supported annually	781 (2023 target)
4.8	To continue to focus on social inclusion as a means of tackling poverty and disadvantage	To ensure that the Kildare SICAP programme is delivered in line with the agreed plan	No. of groups supported annually	59 (2023 target)
4.8	To continue to focus on social inclusion as a means of tackling poverty and disadvantage	To ensure that the Kildare SICAP programme is delivered in line with the agreed plan	Bimonthly LCDC reports	6 planned for 2023

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
4.8	To continue to focus on social inclusion as a means of tackling poverty and disadvanTAge	To ensure that the Kildare SICAP programme is delivered in line with the agreed plan Implementation of the Slaintecare Healthy Communities Programme in Athy	Annual review complete	Complete (annual review process)
4.8	To continue to focus on social inclusion as a means of tackling poverty and disadvanTAge	To ensure the procurement process for SICAP 24+ is delivered as per the Dept. guidelines	To be complete	To be completed by end of 2023
4.8	To continue to focus on social inclusion as a means of tackling poverty and disadvanTAge	Implementation of the Slaintecare Healthy Communities Programme in Athy	Implement the actions on the Slaintecare Plan 2023 No. of meetings of Slaintecare Local Implementation Groups	6 (target 2023)
4.8	To continue to focus on social inclusion as a means of tackling poverty and disadvanTAge	Implementation of Healthy Ireland Round 4 2023-2025	Outcomes in the Healthy Ireland Strategy 2023-2025	To be completed by end of 2023

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
6.11	To continue to support the work of Comhairle na nOg under the national policy framework "Better Outcomes Brighter Futures 2014-2020"	Continue to support and develop stronger relationships internally	No. of members of Comhairle na nOg	47
4.11	To continue to develop a more inclusive and inter-cultural society in the county through the implementation of the Co Kildare Integration Strategy 2019-2024	Integration strategy 2021-2026	Implementing the actions set out within the strategy	Working with the Kildare Integration Implementation Committee to implement actions
4.11	To continue to develop a more inclusive and inter-cultural society in the county through the implementation of the Co Kildare Integration Strategy 2019-2024	Implement strategy	Implement the Traveller and Roma Inclusion strategy to support communities	Regular meetings (6 per year) with Kildare Traveller and Roma Inclusion committee to implement the strategy and support communities
2.7	Twinning: Strengthen and develop Kildare cultural relationships across the world

Provide support to twinning throughout the County | Reignite twinning activities in 2023 | No. of active twinning groups in County | 16 |

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
	Continued implementation of the twinning policy and committee oversight			
2.8	To support and facilitate existing and alternative agricultural and rural based economic activities	To ensure that the LEADER programme is delivered in line with the Local Development Strategy and priorities To ensure that the LEADER Local Development Strategy 2023-2027 is approved by the Dept. and the new LEADER programme commences	Leader projects supported	5 (estimated 2023) To be completed by end of 2023
4.4	Promote access to community-based sports and recreational opportunities	Continue to promote opportunities	Cumulative total no. of playgrounds, skateparks, outdoor gyms facilitated and/or maintained by the Council	Playgrounds: 30 Outdoor Gyms: 10 Skateparks: 3
4.4	Promote access to community-based sports and recreational opportunities	Organise and hold annual playday event	Cumulative attendance at Annual Play Day over Corporate Plan lifetime	3,000 (2019)
4.4	Promote access to community-based sports and recreational opportunities	Continue to promote participation	Annual participation in Kildare residents engaged in sports and physical activities	26,000

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
4.4	Promote access to community-based sports and recreational opportunities	Continue to provide upskilling	No. of volunteers receiving upskilling annually	4,000
3.10	To seek the delivery of physical and community infrastructure in conjunction with high quality residential developments to create quality living conditions	Continue to access funding to support capital initiatives	Annual funding to support small scale capital initiatives in residential areas (subject to funding approved by Dept. of Rural and Community Development)	2 capital funded community centres
4.1	To support the development of sustainable communities through active intervention in facilitating community lead projects	Community and festival grants schemes will be run in 2023

Community & Voluntary Groups will be awarded funding through the LCDC Community Support Fund | No. of individual grants awarded | 978

104 |
| 4.1 | To support the development of sustainable communities through active intervention in facilitating community lead projects | Grants information sessions will be organised in conjunction with PPN | No. of information sessions | 2 |
| 1.11 | To protect and maintain the natural environment of Kildare and change management of amenity& recreation areas to mitigate and adapt to climate change | Investigate potential for improving tree & hedgerow cover in Maynooth | Carry out baseline study to identify potential areas for tree planting and hedgerow cover. | Identify sites to increase tree cover. |

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
	and benefit biodiversity, subject to funding and resources			
1.7	To enhance and develop the appearance and environment of Kildare	Caragh Court Roundabout	Tender for landscaping of the roundabout.	Complete landscaping of the roundabout.
1.7	To enhance and develop the appearance and environment of Kildare	Celbridge Main Street Landscaping	Install planters with trees	Complete planters with trees on the Main Street.
4.4	To support the development and enhancement of local sports, leisure, recreational and arts facilities	Support ongoing programme for delivery

Maintenance and management of playgrounds | Monread Park Outdoor Gym: install new outdoor gym | Complete installation of gym |
4.4	To support the development and enhancement of local sports, leisure, recreational and arts facilities	Maintenance and management of playgrounds	Annual Maintenance for 30 Playgrounds 10 outdoor gyms and 3 skateparks	Complete ongoing maintenance tasks, quarterly & annual inspections
4.4	To support the development and enhancement of local sports, leisure, recreational and arts facilities	Upgrade Sports Pitches in Monread Park	Install portable goalposts on 2 soccer pitches	Complete installation of portable goalposts
4.4	To support the development and enhancement of local sports, leisure, recreational and arts facilities	Implement the adopted Play Policy for the County	Additional Play Facilities for Newbridge	Design and install a natural play area in Liffey Linear Park.

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
				Prepare tender for the design of a play facility for Moorefield Park
4.4	To support the development and enhancement of local sports, leisure, recreational and arts facilities	Implement the adopted Play Policy for the County	Upgrade Monread Park Playground	Install additional equipment in the playground & additional drainage
4.4	To support the development and enhancement of local sports, leisure, recreational and arts facilities	Implement the adopted Play Policy for the County	Bawnogues Playground	Tender for construction of the new playground
4.4	To support the development and enhancement of local sports, leisure, recreational and arts facilities	Support ongoing programme for delivery:	Access improvements in the Bawnogues for Kilcock Celtic	Complete access improvement works
4.4	To support the development and enhancement of local sports, leisure, recreational and arts facilities	Support ongoing programme for delivery

Maintenance and management of playgrounds | Athy Amenity Sports Ground: consult with clubs | Complete consultation with the clubs |
| 4.4 | To support the development and enhancement of local sports, leisure, recreational and arts facilities | Implement the adopted the Play Policy for the County | Develop Communications Boards for Playgrounds | Complete the installation of communications boards in 5 playgrounds. |
| 4.4 | To support the development and enhancement of local sports, leisure, recreational and arts facilities | Implement the adopted the Play Policy for the County | Allenwood playground | Complete playground construction |

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
4.4	To support the development and enhancement of local sports, leisure, recreational and arts facilities	Kerdiffstown Park	Open and manage Kerdiffstown Park	Complete the opening and put in place procedures for the management of the park.
4.4	To support the development and enhancement of local sports, leisure, recreational and arts facilities	Implement the adopted the Play Policy for the County	Leixlip playground	Tender for carpark and playground construction and open the revamped playground.
4.4	To support the development and enhancement of local sports, leisure, recreational and arts facilities	Implement the adopted the Play Policy for the County	Celbridge Abbey playground	Complete installation of additional equipment, new path and seating
4.4	To support the development and enhancement of local sports, leisure, recreational and arts facilities	Implement the adopted the Play Policy for the County	Playground maintenance	Complete tender for playground maintenance and routine maintenance and safety inspections
4.4	To support the development and enhancement of local sports, leisure, recreational and arts facilities	Implement the adopted the Play Policy for the County	Celbridge Youth facility	Complete designs for facilities and install facilities
1.7	To enhance and develop the appearance and environment of Kildare	Carry out a Tree Works programme for the county	Inspect & report on tree requests received through the year and tender works	Completion of tree planting, tree pruning and removals
1.7	To enhance and develop the appearance and environment of Kildare	Progress Sallins Amenity Land project	Preparation of detail design for masterplan for Sallins Amenity Land	Complete detail design for the park.

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
1.7	To enhance and develop the appearance and environment of Kildare	Progress Liffey Linear Park, Newbridge project: Watering Gates to Newbridge College:	Preparation of design brief for consultation	Completion of tender to appoint consultants and complete masterplan
1.7	To enhance and develop the appearance and environment of Kildare	Progress St Catherin's Park sensory garden project	Tender for contractors to construct garden	Appoint contractors and complete the construction of garden
1.7	To enhance and develop the appearance and environment of Kildare	Progress Oldtown Demense project	Prepare topographical plan of lands. Complete brief for consultants to prepare a conservation plan & resurface footpaths	Complete topographical plan Appoint consultants to prepare conservation plan & complete footpath resurfacing.
1.7	To enhance and develop the appearance and environment of Kildare	Progress Peoples Park, Athy project	Install new information signage and commence perimeter wall repairs	Complete information boards and start repair of wall.
1.7	To enhance and develop the appearance and environment of Kildare	Progress Moat of Ardscull project	Resurface paths and install new seating	Complete resurfacing and installation of seating.
1.7	To enhance and develop the appearance and environment of Kildare	Progress Leixlip Summer Bedding project	Tender for planting and maintenance of summer bedding	Install summer bedding

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
1.7	To enhance and develop the appearance and environment of Kildare	Progress Cherry Avenue Park, Kildare Town project	Prepare feasibility study for amphitheatre. Prepare design brief and tender for central earth feature on the masterplan	Complete feasibility study for amphitheatre. Tender for design of central earth feature
1.7	To enhance and develop the appearance and environment of Kildare	Grass and roundabout maintenance	Carry out maintenance of grass contract areas	Complete maintenance of all contract areas
1.7	To enhance and develop the appearance and environment of Kildare	Outdoor recreation scheme	Develop plans and carry out walking route works at Old Kilcullen, Moore Abbey Woods, Monasterevin. Golden Falls, Ballymore Eustace & Monasterevin to Portarlington	Complete works
1.1	To protect and maintain the natural environment of Kildare and change management of amenity & recreation areas to mitigate and adapt to climate change and benefit biodiversity, subject to funding and resources	Maintain Leixlip Spa SAC	Cut meadow areas, remove litter and investigate conservation of Spa well	Complete works

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
1.1	To protect and maintain the natural environment of Kildare and change management of amenity& recreation areas to mitigate and adapt to climate change and benefit biodiversity, subject to funding and resources	Develop Conservation Plan for Oldtown Gardens	Prepare brief for consultants to complete conservation plan	Appoint consultants to prepare a conservation plan
1.1	To protect and maintain the natural environment of Kildare and change management of amenity& recreation areas to mitigate and adapt to climate change and benefit biodiversity, subject to funding and resources	Develop Conservation Plan for Carton Avenue	Prepare brief for consultants to complete conservation report	Appoint consultants to prepare a conservation plan
1.11	To protect and maintain the natural environment of Kildare and change management of amenity& recreation areas to mitigate and adapt to climate change and benefit biodiversity,	Progress glyphosate elimination	Introduce programme of strimming and reduce spraying	Complete strimming as part of grass maintenance programme

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
	subject to funding and resources			
1.11	To protect and maintain the natural environment of Kildare and change management of amenity& recreation areas to mitigate and adapt to climate change and benefit biodiversity, subject to funding and resources	Progress glyphosate elimination	Expand pilot areas for 2023	Completion of revised maintenance for existing and additional sites
1.11	To protect and maintain the natural environment of Kildare and change management of amenity& recreation areas to mitigate and adapt to climate change and benefit biodiversity, subject to funding and resources	Progress Pairc Mhuire tree planting	Develop brief for design of tree pits	Complete designs for tree pits
4.3	To lead and support the Kildare Age Friendly County Programme (and act as regional lead for South-East region)	To implement the Kildare Age Friendly County Strategy 2022-2027 and to work closely with Age Friendly Ireland as the south-east regional lead	Continue to support Kildare Alliance and agree 6 monthly work programmes	Work programmes implemented

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
4.3	To lead and support the Kildare Age Friendly County Programme (and act as regional lead for South-East region)	To consult, develop and implement the Kildare Age Friendly County Strategy 2022-2027 and to work closely with Age Friendly Ireland as the south-east regional lead	Annual report published identifying progress in key objectives from the Kildare strategy	Annual Report published
4.3	To lead and support the Kildare Age Friendly County Programme (and act as regional lead for South-East region)	To consult, develop and implement the Kildare Age Friendly County Strategy 2022-2027 and to work closely with Age Friendly Ireland as the south-east regional lead	Support given to national shared service centre and SE counties as agreed with Age Friendly Ireland. No. of alliance meetings held	2 alliance meetings
		Development of the next Local Economic and Community Plan 2023-2027	LECP 2023-2027 published	To be completed end 2023

CLIMATE ACTION REGIONAL OFFICE

The Eastern and Midlands Climate Action Regional Office (EM CARO) is one of four CAROs established under action 8 of the National Adaptation Framework 2018 to support the local government sector in driving the climate action agenda. The four CAROs are hosted and supported by local lead authorities in each region. The EM CARO is hosted and supported by Kildare County Council with Kilkenny County Council as partner authority. The Department of Environment, Climate and Communications (DECC) maintain their support and funding for the CARO offices by way of a Service Level Agreement (SLA) with the four lead local authorities. The duration of the current SLA is from 2023 to 2029. The CAROs work to established governance structures at national, regional and sub-regional levels to deliver a work programme agreed by the National Local Authority Climate Action Steering Group under defined Strategic Objectives including:

- Assist in the coordination of the local government sector to deliver climate action at a local and regional level.
- Support local authorities to build Climate Action capacity, knowledge and awareness to allow local government to effectively deliver climate action and mobilise communities and enterprise at a local level.
- Advocate on behalf of local government as a lead sector in relation to climate action, and to influence local and national policy so that it can effectively leverage this leadership position.
- Develop and support the advancement of strategic partnerships that will assist local government and the Climate Action Regional Offices to implement and embed climate action across local government functions, services and activities.
- Gather and share relevant data to ensure that local authority research, expertise and experience is leveraged for climate action.
- Coordinate reporting of the local government sector as detailed in the Annual Work Programme.
- Work with the CCMA, LGMA, government departments, state agencies and strategic partners to inform and develop policies, actions and resources that can be implemented through local government structures.
- Facilitate a coherent approach for how local government liaises centrally with relevant Government Departments/Regional Assemblies/Agencies on climate related matters and climate action policies and actions.

2023 Strategic Priorities for EM CARO

Strategic priorities for the EM CARO in 2023 include support to all 17 local authorities in the region to prepare and develop their Local Authority Climate Action Plan (LA CAP) in line with the timeframes and provisions of the Climate Action and Low Carbon Development (Amendment) Act 2021. Commensurate with this is the priority to support all 17 local authorities to build capacity through enhanced resources and knowledge to facilitate and effect positive climate action and align with national and sectoral priorities and reporting requirements. The EM CARO are instrumental to the delivery of the Local Authority Climate Action Training Programme to support local authorities in this endeavour, over the course of 2023.

2023 Service Delivery Plan

The table below sets out the services that will be delivered by the Eastern and Midlands Climate Action Regional Office in 2023:

Corporate Plan Supporting Strategy Ref.	5-year Objective	2023 Objective	Performance Standard	Performance Indicator (2022) unless otherwise stated)
1.5	Building climate change resilience, action and sustainability into services and infrastructure, while protecting and promoting our natural and built environment for the safety and well-being of present and future generations	Support the CARO in the delivery of their work programme as agreed by the National Local Authority Climate Action Steering Group and in building organisational capacity through rollout of the Local Authority Climate Action Training Programme to staff and elected members	Staff and/or elected members attending and/or completing appropriate training programmes as put forward by LASNTG & CARO	No. of staff and/or elected members attending training
1.2 & 1.4	Building climate change resilience, action and sustainability into services and infrastructure, while protecting and promoting our natural and built environment for the safety and well-being of present and future generations	Support the CARO in its mandate to: Support all 17 local authorities in the EM Region and the local government sector more broadly to drive the climate action agenda. Support all 17 local authorities in the EM Region to prepare and implement their LA CAPs Develop and sustain strategic partnerships and	Ongoing engagement with Mid-East Sub Region and working collaboratively with Meath, Louth and Wicklow	Translation of national and sectoral climate action priorities to Kildare County Council\n\nLA CAP commenced in preparation and progressed in line with legislative requirements.\n\nInvolvement in partnerships/projects to

		promote relevant climate action initiatives. Engage with as well as support the established governance arrangements of the EM Region including the sub-regional structure*. *Kildare County Council will engage as a member of the Mid-East sub-region and as CARO Lead Authority for the Eastern & Midlands region		benefit Kildare County Council

Attendance at all sub-regional meetings and playing an active part in climate action policy and project development |
| 2.11 | | To optimise the potential of Kildare and its businesses to innovate, invest, promote, and sustain growth and employment, across our county and throughout our community | To support the CARO in its development of further regional specialism in the area of business opportunities from climate change | Ongoing engagement with the CCMA and other project partners | Involvement with CARO on regional specialisms |