

Annual Service Delivery Plan 2021



Kildare County Council

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Introduction

Section 50 of the Local Government Reform Act, 2014 requires the local authority to prepare a document called an Annual Service Delivery Plan. The purpose of the plan is to set out the objectives for service delivery and performance standards to be achieved in 2021. It takes account of and is consistent with Budget 2021 which was adopted by the members on 23 November 2020.

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

“Kildare – Living; growing; leading.

Working together towards an inclusive and sustainable County”.

A wide range of other local, regional and national plans, statements and strategies inform and guide the council's work, and the provisions of these plans have been considered, reference has been made to the following documents in preparing the 2021 Annual Service Delivery Plan:

- Legislative requirement of the Local Government Reform Act 2014 and other relevant legislation/regulation
- National Government Policy
- Kildare County Council Corporate Plan 2019-2024
- Kildare County Development Plan 2017-2023
- Local Economic and Community Plan 2016 – 2021
- Kildare 2025 Economic Development Strategy
- Service Level Agreement with Irish Water

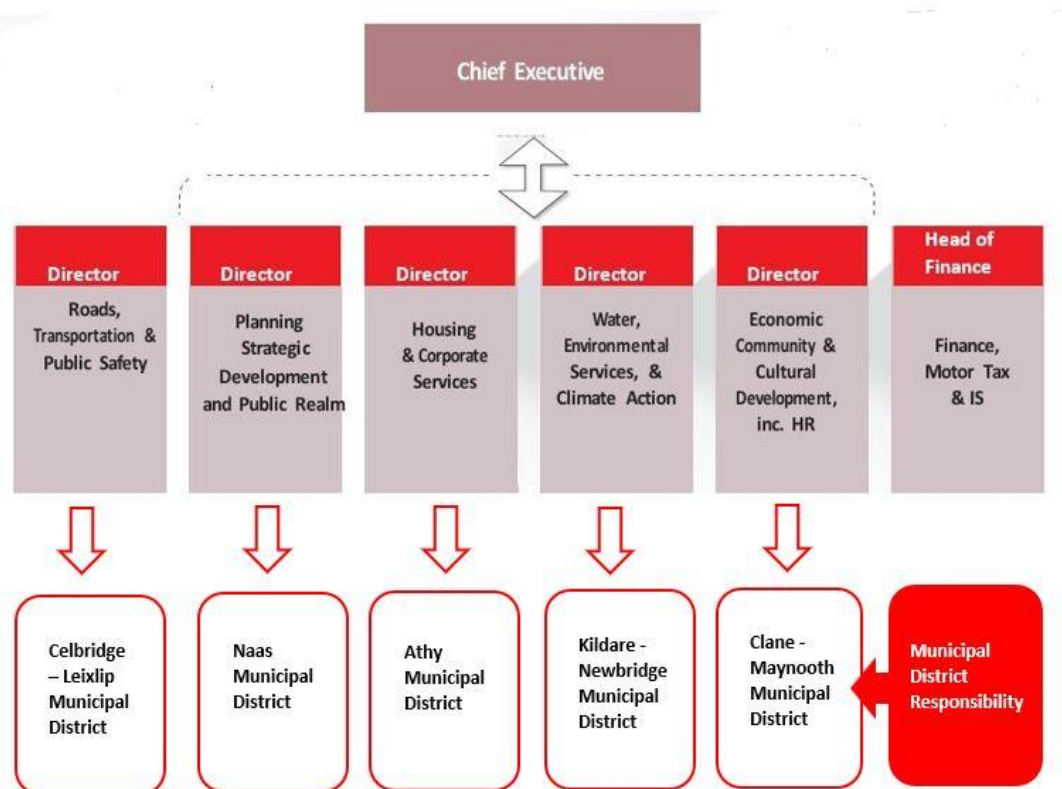
The sections in this plan set out the high-level objectives of each service area for 2021 together with the desired performance standard. They have been compiled having regard to the Strategic Objectives agreed in Kildare County Council's Corporate Plan 2019-2024 and the funding allocated to the services divisions in 2021 detailed as follows:

Service Division	Revenue Expenditure Approved Y2021
Housing and Building	49,371,437
Road Transport & Safety	34,259,161
Water Services	10,407,696
Development Management	19,339,949
Environmental Services	20,802,812
Recreation and Amenity	11,197,268
Agriculture, Education, Health & Welfare	1,211,937
Miscellaneous Services	17,583,299
Total Budget	164,173,558

The following staff resources were in place at 31 December 2020:

<i>Managerial</i>	7
<i>Clerical/Administrative</i>	484
<i>Professional/Technical</i>	226
<i>Outdoor</i>	356
<i>Firefighters</i>	62
<i>Total Staff</i>	1135

Director of Service structure, including Municipal District responsibility:



Department/Service Area: Transportation and Public Safety

The Roads, Transportation and Public Safety 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 delivers an annual road improvement and restorative maintenance programme. Major capital infrastructure projects are managed and delivered with annual funding provided by Government Departments and related agencies, and direct funding from Kildare County Council.

The combined technical and administrative workforce ensures the safety of vehicles and vulnerable road users aided by an extensive traffic management system and a network of pedestrian crossings supported by 25 school wardens. 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 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.

The Road Safety, Cycling and Sustainable Transport role will continue to deliver road safety measures and activities in 2021. This will include supporting Mobility Management initiatives and other initiatives which support greater use of walking, cycling and public transport including Bike Week, European Mobility Week and other related promotions.

The Department also plays a key role in the area of access and disability. 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'.

Some of the key objectives for 2021 include:

- Quarterly County Kildare Access Network (CKAN) Meetings. CKAN is comprised of representatives from all the local access groups across the county and is tasked with developing yearly objectives for each of the local access groups, as well as a way of sharing information and best practice between the groups.
- Monthly Local Access meetings
- Awareness campaigns

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.

Corporate Plan Supporting Strategy	5-year Objective (As per Corporate Plan)	2021 Objective	Performance Standard	Performance Indicator (2020 unless otherwise stated)
1.2 Collaborate with agencies to strengthen our ability to sustain responsive and effective operations and services to reduce the impacts of extreme weather conditions and climate related emergencies.	Deliver the Annual Winter Maintenance Programme	To implement the Severe Weather Plan as required.	No. of routes serviced	10 Winter Salting Routes (total 678km)
			No. of Winter Salting Events	80
	To implement the Severe Weather Plan as required	To respond to Major Emergencies as required.	No. of weather-related alerts via MapAlerter	1 weather event alert to average of 1,300 subscribers per alert
	Appropriate and timely response to Major Emergencies		Ensure effective planning and coordination to deliver an efficient response when emergencies arise	1 MEMC meeting per year and one Inter-agency meeting per year
1.3 Ensure over the lifetime of the Corporate Plan that climate action is mainstreamed into the Council's policies, buildings, infrastructure and operations to reduce energy demand	Implement the National Public Lighting Upgrade Project to improve energy efficiency and the safety of the County road network		% of 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
5 Continue to plan, deliver and maintain key infrastructure in our County that sustains mobility and access and positions Kildare to achieve sustainable growth	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 Optimise connectivity and	Deliver a Multi Annual Road Improvement and	To deliver annual road improvement	Current ratings provided in the Pavement	2,520 Kilometres of road (2020)

<p>ease of access within and through the County through planning, development, maintenance, upgrade and management of a safe road network.</p> <p>5.1 Optimise connectivity and ease of access within and through the County through planning, development, maintenance, upgrade and management of a safe road network.</p>	Restoration Programme for the regional and local road network, in accordance with DTTaS funding allocation.	and restoration works in accordance with DTTaS funding allocation.	Surface Condition Index (PSCI) at www.noac.ie	2502km local and regional & 18km of National Secondary (2020)
	Continue to update the Map Road database to maximize the annual allocation of funding	To review and update MapRoad on an annual basis to maximise funding and secure annual funding for Safety Improvement Schemes	Annual Roadworks Programme	€51.8M
	Continue to identify Safety Improvement Schemes to reduce the incidents of road traffic collisions			
	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 funding allocation	Annual % of surveys of bridges by Kildare County Council on national database (Baseline no. of bridges 2,000)	Reporting to commence in 2021
	Support the Kildare National Road Office to deliver improvements and upgrades to the National Road Network	To deliver TII annual programme of road improvements and upgrades	Annual spend on National Road Network	14km of national road upgrades delivered in 2020 in Kildare
	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 licenses processed	1,177
	Deliver local traffic management projects to support mobility and ease congestion	To provide new pedestrian crossings	Cumulative no. of signalised junctions	88
			Pedestrian crossings	110
		To provide traffic cameras	Traffic cameras	110
	Ensure the continued safety of vulnerable road users	To provide and maintain appropriate measures to protect vulnerable road users	School flashing display signs	56
Electronic speed display sites			40	

	<p>Promote Road Safety with the Road Safety Authority, An Garda Síochána and other key stakeholders in promoting and improving road safety in the County</p>	<p>To publish a five-year Kildare Road Safety Plan (2021)</p> <p>Deliver road safety education in all Primary, Post-Primary and Third level schools</p> <p>Promote road safety awareness in the community and on local and social media platforms</p> <p>Coordinate Road Safety Week in Kildare</p> <p>Promote the School Warden Crossing Service for 25 School Wardens including training and standard operational guidelines</p>	<p>Road Safety Working Together Group (RSWTG)</p>	<p>Completion of a 5-year plan</p>
				<p>4 RSTWG Meetings per year.</p>
		<p>To publish the County Speed Limit Bye Laws</p>	<p>Published Bye Laws as approved by Elected Members</p>	<p>Publication of County Speed Limit Bye Laws</p>

<p>5.2 Promote and support the use, development and maintenance of sustainable transport alternatives including walking, cycling and public transport in collaboration with key transport stakeholders and agencies</p>	<p>Promote and support the development and maintenance of walking/cycling/public transport routes within the County in conjunction with other agencies.</p>	<p>To continue delivery of the Greater Dublin Area Cycling Network & Transport Strategy in Kildare in accordance with NTA annual funding allocations</p>	<p>No. of cycleway Schemes progress through or to the end of current phase in line with plan</p>	<p>2021 plan outlined to elected member in November 2020</p>
	<p>To ensure our services, projects and programmes promote the Climate Action Plan for County Kildare.</p>	<p>Optimise sustainable alternatives to the use of motorized vehicles – walking, cycling, LocalLink and public transport</p>	<p>Cumulative no. of new or replaced bicycle parking/stand provided</p>	<p>30 new/upgrade Bike parking/standing (2020)</p>
		<p>Supporting BusConnects</p>	<p>No. of new & existing rural bus routes - LocalLink Routes</p>	<p>37</p>
			<p>No. of bus shelter (new or replacement) and related infrastructure provided</p>	<p>10 Shelters</p>
			<p>Provision of Real Time Passenger Information (RTPI)</p>	<p>10 RTPI</p>
<p>5.3 Continue to provide infrastructure and facilities including car parking solutions, that support accessibility, commuters and the economic life of our towns and villages.</p>	<p>Manage parking to optimize parking spaces and support businesses and users</p>	<p>To implement Pay Parking Bye Laws</p>	<p>No. of towns and villages with pay parking</p>	<p>10</p>
	<p>Provide user friendly options to pay for parking (discs and Park by Phone) as well as the management of on-street parking</p>			
	<p>Continue to administer and enforce pay parking and associated Bye Laws Manage Enforcement System</p>			
	<p>Manage Enforcement System</p>			

5.4 Support the development of a Digital Strategy that enhances our County's economy by enabling rollout of broadband and telecommunications infrastructure by relevant providers	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	230
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Department/Service Area: Health & Safety

Corporate Plan Supporting Strategy	5-year Objective (As per Corporate Plan)	2021 Objective	Performance Standard	Performance Indicator (2020 unless otherwise stated)
6.1 Provide a best practice health and safety culture through staff training and proactive monitoring and reporting	Drive health and safety best practice through staff consultation, communication and proactive monitoring	Continue to review and improve the organisation's Health and Safety Management System	Annual target of 48 safety inspections to be completed by Health and Safety Section	84

Department/Service Area: Building & Development Control

Corporate Plan Supporting Strategy	5-year objective (As per Corporate Plan)	2021 Objective	Performance Standard	Performance Indicator (2020 unless otherwise stated)
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.	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	1816
			No. of new buildings notified that were subject to at least one inspection	305
			P1 No. of buildings inspected as a percentage of new buildings notified to the local authority (Minimum Target 15%)	14.45% (2019 NOAC)
			Total no. of inspections	2067
			Total no. of Commencement Notices received	461
			No. of Valid Commencement Notices Received	454
			No. of Certificates of Compliance received	426
			No. of valid Certificates of Compliance received	425
			No. of Disability Access Applications received	124
				Monitor compliance with the Energy Performance of Buildings Directive

				2020 for compliance with legislation in respect of the display of BER ratings.
		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 Facilitate and promote excellence in architectural and urban design and maintain development controls to support sustainable and quality-built environments. 1	To ensure safe and sustainable buildings in urban and rural areas	Active Private Housing Developments: 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	1619
		Legacy Housing Estates: Estates not completed to the satisfaction of the Planning Authority/ where works are outstanding for various reasons	No. of site resolution plans developed	1
			No. of site resolution plans agreed with Irish Water	1
		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	23
			No. of estates Taken in Charge	10
			During 2021, to update the current Kildare County Council - Taking in Charge Policy Document 2008	Deliver by Q4 2021

Department/Service Area: Fire Service

Corporate Plan Supporting Strategy	5-year Objective (As per corporate Plan)	2021 Objective	Performance Standard	Performance Indicator (2020 unless otherwise stated)
<p>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.</p>	<p>To ensure safe and sustainable buildings in urban and rural areas</p>	<p>Enforce fire safety legislation in premises through a programme of inspections, licencing and enforcement, prioritised based on risk</p>	<p>The no. of premises inspected (in accordance with the schedule set out in the Fire Safety Business Plan)</p>	<p>34 inspections of 32 premises</p>
		<p>Support the legislated Fire Safety requirements of the Building Control Act, through providing an efficient Fire Safety Certification Process</p>	<p>P5: A. % of applications for fire safety certificates received that were decided (granted or refused) within two months of their receipt</p>	<p>73.02% (2019 NOAC)</p>
		<p>Promote fire safety via the "Schools Programme"</p>	<p>P5: B - % of applications for fire safety certificates received that were decided (granted or refused) within an extended period agreed with the applicant</p>	<p>26.98% (2019 NOAC)</p>
		<p>Improve fire safety in vulnerable communities through the promotion and implementation of Home Fire Safety Checks</p>	<p>Number of National School third classes visited as a percentage of the total number of classes in the county</p> <p>Number of Home Fire Safety Checks</p>	<p>0%</p> <p>0</p>

4.9 To protect our citizens from fire through an efficient and effective Fire Service that co-ordinates with other response services when emergencies occur	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	6.32 (2019 NOAC)
			F2: Average time taken, in minutes, to mobilise fire brigades in respect of all other (non-fire) emergency incidents	6.06 (2019 NOAC)
			F3: A % of cases in respect of fire in which first attendance at the scene is within 10 minutes	16.91% (2019 NOAC)
			F3 B % of cases in respect of fire in which first attendance at the scene is after 10 minutes but within 20 minutes	64.68% (2019 NOAC)
			F3 C % of cases in respect of fire in which first attendance at the scene is after 20 minutes	18.40% (2019 NOAC)
			F3 D % of cases in respect of all other emergency incidents in which fire attendance at the scene is within 10 minutes	15.08% (2019 NOAC)
	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 E % of cases in respect of all other emergency incidents in which first attendance at the scene is after 10 minutes but within 20 minutes	64.82% (2019 NOAC)
			F3 F % of cases in respect of all other emergency incidents in which first attendance at the scene is after 20 minutes	20.10% (2019 NOAC)
			F1: Cost Per Capita of the Fire Service	€31.49 (2019 NOAC)

4.9 To protect our citizens from fire through an efficient and effective Fire Service that co-ordinates with other response services when emergencies occur	Co-ordinate the emergency management function for Kildare County Council and arrange bi-monthly Major Emergency Management Committee (MEMC) meetings	MEMC Meetings held	1
	Major Emergency Management Committee (MEMC) meetings	Internal MEM exercises and training held	0
		Interagency exercises and training	0

Department/Service Area: Housing

The Housing Department aims to provide social housing support to persons who are unable to meet their housing needs through their own resources. The Housing Department will focus on housing delivery in accordance with the 2021 targets set by the Department of Housing, Local Government and Heritage, having regard to the *Housing for All* Strategy, anticipated to be published in mid-2021.

In addition, we will continue to work in 2021 to deliver social housing through the Housing Assistance Payment and Rental Accommodation Schemes.

Corporate Plan Supporting Strategy	5-year Objective (as per Corporate plan)	2021 Objectives	Performance Standard	Performance Indicator (2020 unless otherwise stated)
3.1 To increase and maintain housing provision in Kildare in line with the national objectives of "Rebuilding Ireland: Action Plan for Housing and Homelessness" and to strive to achieve social housing targets and delivery of affordable housing.	To increase and maintain housing provision in Co Kildare in line with the national objectives of Housing for All [once published] and to have regard to social housing targets for the period 2021-2024	Deliver the Capital Programme	<p>To advance Kildare County Council's Capital Programme</p> <p>To deliver units through SHIP, ie build, acquisition [in particular turnkey] and Part V. The ability to delivery units through direct build will be subject to availability of land</p> <p>To prioritise the option of delivery of 10% of housing units on-site or off-site through Part V where suitable.</p> <p>To assess opportunities for delivery of housing</p>	<p>86% of Build target achieved</p> <p>119% of Leasing target achieved</p> <p>207% of Acquisitions target achieved</p> <p>41 Part V properties provided under this requirement</p> <p>107 turnkey properties acquired</p> <p>39 properties acquired directly</p> <p>€550,000 serviced site fund approval secured and JV opportunities continued to be considered</p>

			<p>through Joint Venture (JV) and turnkey projects and to progress, where possible, delivery of affordable housing units having regard to Affordable Housing Regulations and Guidelines due to be published</p> <p>Review tendering options in terms of maximizing tender returns i.e. amalgamating different sites into one tender package</p> <p>To assess opportunities for delivery of housing through rapid build</p>	<p>Single Stage Tender process available for use where appropriate – not used in 2020</p> <p>Number of rapid build sites assessed.</p>
<p>3.4 To maximise availability and utilisation of housing through repair/refurbishment of vacant units</p>	<p>Renewal, refurbishment and maintenance of housing stock</p>	<p>To facilitate and support the co-ordination of the response and planned maintenance programmes with other areas of housing in order to provide a comprehensive and efficient service</p>	<p>Implement a planned maintenance programme</p> <p>Provide a response maintenance service</p>	<p>205 upgrades completed. 108 vacant units and 97 house purchases</p> <p>6,733 repairs to housing stock completed</p> <p>80 applications approved</p>

			<p>Deliver the Self-Help Tenant Support Scheme.</p> <p>Continue to refurbish vacant/derelict units subject to the availability of departmental funding.</p> <p>Implement the Climate Action Programme</p>	<p>97 vacant properties refurbished. 108 upgrades to housing stock completed. Pilot scheme commenced</p>
<p>3.1 To increase and maintain housing provision in Kildare in line with the national objectives of “Rebuilding Ireland: Action Plan for Housing and Homelessness” and to strive to achieve social housing targets and delivery of affordable housing</p>	<p>Delivery of social housing current expenditure programme</p>	<p>To ensure schemes delivered under the SHCEP [i.e. HAP/RAS/ Leasing/Enhanced Leasing/Mortgage to Rent and Repair and Leasing Scheme] are administered in accordance with regulations and guidelines.</p> <p>To support approved housing bodies to deliver units in accordance with targets set under Housing for All [once published]</p>	<p>Targets awaited</p>	<p>2,398 active HAP tenancies in 2020</p> <p>13 new HAP tenancies per week set up</p> <p>360 RAS properties in use</p> <p>54 AHB leased properties in 2020</p> <p>436 AHB units under construction/on site</p>

	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	Targets awaited	972 inspections in 2020
3.7 Facilitate access to social housing, and other supports, where applicants have demonstrated eligibility with the necessary criteria	Facilitate customers in accessing social housing, and other supports, where they have demonstrated compliance with the necessary criteria	<p>Process housing applications within 12 weeks as required by regulation</p> <p>Undertake a housing needs assessment in 2021, in accordance with departmental guidelines.</p>	Summary of Social Housing Needs Assessment	<p>705 new applications processed within 12 weeks. 75 allocations completed</p> <p>Completion of Housing Needs Assessment</p>
3.3 Continue to work with regional and sectoral partners to reduce the numbers of people who need to be placed in emergency accommodation, by increasing availability of housing stock and working closely with approved housing bodies and advocacy groups to reduce the numbers who find themselves homeless or at risk of being homeless, and enable people to sustain their tenancies	Provide homelessness services to those who find themselves homeless or at risk of being homeless.	<p>Continue to work to reduce the numbers of people who need to be placed in emergency accommodation, by increasing availability of housing stock and working closely with approved housing bodies and advocacy groups to reduce the numbers who find themselves homeless or at risk of being homeless</p> <p>To support the Homeless HAP and the Homeless HAP Placefinder service</p>	<p>Mid-East Region Homelessness Action Plan 2021-2023</p> <p>Housing First targets awaited</p>	<p>Reduction in no. of families/individuals in emergency accommodation</p> <p>Increase in Family Hub units to 11</p> <p>25 bed hostel facilities in operation</p> <p>21 supported emergency beds in place</p> <p>24 winter/cold weather beds available</p> <p>6 Housing First tenancies commenced</p>

				246 Homeless HAP tenancies in place Review of draft Mid East Region Homelessness Action Plan 2018 – 2020 commenced
3.6 Implement our anti-social behaviour strategy in order to prevent the occurrence of anti-social behaviour, by encouraging tenant participation in estate management and fostering the development of balanced communities	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	Anti-Social Behaviour Policy	5 Tenant Liaison Officers in place Anti-Social Behaviour Forum established
3.7 Facilitate access to social housing, and other supports where applicants have demonstrated eligibility with the necessary criteria	To continue to deliver the housing grants programme, subject to availability of departmental funding	In tandem with delivery of the grants programme consideration will be given to allocation of a % of funding to category C applicants in 2021 subject to availability of adequate funding from the Department of Housing, Local Government and Heritage	Expenditure of 2021 grant allocation	€3.5m in private and social housing grants approved 303 Adaption grants approved 190 Older Persons grants approved
3.9 Plan for the needs of our growing population by identifying strategic sites and supporting sufficient supplies of zoned serviced land to deliver sustainable communities	Continue to develop choice-based lettings as a mechanism for allocation of social housing	Monitor the use of choice-based lettings as a mechanism for allocation of social housing Consider further the use of CBL as a mechanism for allocation of		66 properties allocated by CBL

		<p>Approved Housing Body [AHB] units. This will require the assistance of the IT Department and the support of AHBs.</p> <p>Consider how best to further promote the use of CBL by social housing applicants.</p>		
<p>3.2 Implement the Traveller Accommodation Programme (TAP) 2019 – 2024 and support members of the Travelling Community, who have been approved for social housing to access and maintain housing supports including culturally appropriate housing</p>	<p>Support members of the Travelling Community to access social housing support</p>	<p>Monitor capacity and population at each halting site</p> <p>Provision of traveller- specific accommodation</p>	<p>TAP 2019-2024</p>	<p>Site re-allocated to family in 2020</p> <p>20 allocations to Traveller families</p> <p>Quarterly meetings of LTACC</p>
<p>3.5 To provide suitable, accessible social housing and housing supports for older persons and people with a disability and to support homeowners to carry out necessary adaptations/improvements to enable them to continue residing in their home.</p>	<p>To deliver commitments contained in the Strategic Plan for Housing Persons with Disabilities.</p>	<p>To schedule meetings of the Disability Strategy Steering Group during 2021 in order to review commitments contained in the Strategic Plan for Housing Persons with Disabilities.</p> <p>To review KCC's Strategy for Housing People with a Disability in consultation with Steering Group.</p>	<p>Housing and Disability Strategy</p>	<p>10% acquisitions target exceeded</p> <p>Quarterly meetings</p>

<p>3.4 To maximise availability and utilisation of housing through repair/refurbishment of vacant units</p>	<p>To implement Kildare County Council's Vacant Homes Strategy</p>	<p>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.</p> <p>CPO procedures to be commenced as appropriate in order to secure vacant homes for social housing.</p>	<p>Awaiting 2021 allocation</p>	<p>3 CPOs commenced</p>
<p>3.7 Facilitate access to social housing and other supports where applicants have demonstrated eligibility with the necessary criteria</p>	<p>To implement the RIHL scheme, having regard to available funding.</p>	<p>Provision of loans to approved lending amount</p>	<p>Expenditure of 2021 allocation</p>	<p>101 loan applications received</p> <p>€10.3m in loans approved in 2020 (49 loans approved in principle)</p>
<p>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</p>	<p>To have regard to requirements of GDPR and ensure they are introduced across the department</p>	<p>Inventories and risk audits of personal data to be reviewed and any mitigation actions and controls be implemented for high risk areas</p>		<p>Number of risk assessments reviewed</p>

Department/Service Area: Corporate Services

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 the elected members, servicing council meetings, maintaining the register of electors, operating the media and communications function for the organisation, dealing with Freedom of Information, Data Protection and Facilities Management along with the co-ordination of a number of corporate wide functions across the directorates.

To meet the needs of all customers the dedicated Customer Service Units located at Level 1, Áras Chill Dara and Athy Customer Service Point will continue to provide information on services and deal with customer enquiries in an efficient and courteous manner. In response to Covid 19 an appointment system has been introduced for those seeking to attend in person with various service departments. Members Services will provide a comprehensive and accessible service to the 40 elected members of Kildare County Council across the five Municipal Districts and in response to Covid 19 statutory and other meetings are being held remotely on a virtual platform which will continue to be developed.

A key focus in 2021 will be continued delivery of quality services to both members and customers, with an enhanced focus on how online services can assist the customer, as well as a review of our internal and external communications.

Corporate Plan Supporting Strategy	5-year Objective (As per Corporate Plan)	2021 Objective	Performance Standard	Performance Indicator (2020 unless otherwise stated)
1.3 Ensure over the lifetime of the Corporate Plan that climate action is mainstreamed into the Council's policies, buildings, infrastructure and operations to reduce energy demand	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	Continue energy audits of buildings. Implement new LMS and BMS system in Aras Chill Dara. Install two additional electric vehicle chargers	Carry out further energy audits and implement actions	9 energy audits completed in 2020
			Increase no. of EV chargers	2 EV chargers installed in 2020
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.	To ensure ICT is used to track and effectively manage customer interactions	Implement and embed a new CRM system for the organisation during 2021 in conjunction with IT Dept	No. of customer cases (incl. NPPR) processed annually within the Customer Relation Management System	17996

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		Facilitate data cleansing of legacy data in CRM during Q3 2021	Project ongoing during Q4 2020
		New CRM solution to be in place by mid-2021	
	Ensure that procedures and policies support effective customer service	Develop CRM training materials	Q2 2021
		Review Customer Charter and Complaints Process	Q3 2021
	Quarterly review of the Customer Services Centre	Completion of ongoing reviews with related metrics. Develop reporting for Senior Mgmt. Forum in 2021	Qtrly performance reporting to Management Team ongoing
	Work with Departments to develop, maintain and expand customer services to facilitate safe access to Council facilities and public services	Develop an online customer portal to go live in 2021	Project ongoing during Q4 2020
Maintain and publicise online appointments system (Initiated June 2020)		28,300 appointments to end Dec 2020	
Maintain Athy Customer Service Point	No. of NPPR cases processed	1605	
	Phone calls processed	7450	

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	Complete review of Standing Orders for Municipal District Committees in Q 1 and SPCs in Q3 2021	Standing Order for Full Council completed in Q4 2020
	To ensure ICT is used to track representations and effectively support the elected members role	Continue with the support of IT section to review and improve the service to meetings of council through the development of Microsoft Teams and other IT solutions during 2021	No. of statutory meetings annually serviced No. of remote meetings supported	59 meetings of Council and Municipal Districts in 2020 Reporting to commence in 2021
	To ensure ICT is used to track representations and effectively support the elected members role	Further develop and integrate CRM system to record and monitor members and TD reps	No. of representations from all elected members processed annually (incl. Oireachtas)	5046
			Develop, test and launch new Members Reps Portal during 2021	Commenced in Q4 2020, ongoing
	To grow awareness and participation in the electoral process	Publish and maintain Live Register in line with statutory deadlines	No. of electors on register published Feb 2021	150,679 (2021-22 Register)

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		Use IT solutions to improve accuracy of register using eircodes	Complete between Q2 and Q4	Commence in Q2 2021
		Develop new communications activities with schools and 3 rd level institutions to promote registration	Engagement with schools and colleges in Q3 2021	No. of contacts
<p>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.</p>	<p>To ensure efficiency, transparency and accountability is upheld in monitoring, reporting and meeting statutory requirements</p>	Monitor delivery of the Corporate Plan 2020 – 2024	Ensure annual progress reporting included in Annual Report	Complete Progress Report
		Publish the organisation's Annual Report including progress report on ASDP 2020 and Corporate Plan progress report 2020	By 30.06.2021	Adoption by Members in June
		Complete Annual Service Delivery Plan	By 31.03.2021	Adoption by members in March
		Ensure completion of Annual Ethics Declarations	By 28.02. 2021	95% returned on time
		Monitor implementation of Lobbying Act 2015	Ongoing oversight to keep information updated	Maintaining information
		Monitor compliance with the Protected Disclosure Policy	Annual Report by 30.06.21	Publication early July
		Monitor compliance with the General Data Protection Regulations (GDPR)	Provision of online GDPR training and awareness for staff in 2021	No. trained

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 ensure efficiency, transparency and accountability is upheld in monitoring, reporting and meeting statutory requirements	Implementation Policy on Section 40 Data Protection Act, 2018. Management of Representations from Elected Representatives	Providing awareness briefings to the elected members in 2021	No. of briefings
		To ensure compliance with the FOI Act 2014	Average no. of days for FOI decisions made (statutory requirement is 20 working days).	24 days (2020)
			Provide annual FOI training to decision makers online	Number trained
		To establish and manage a Legal Services Framework	To appoint legal advisors for Code Enforcement and Debt Mgmt. when OGP Frameworks completed	60% of lots are from OGP framework in 2020
			Manage cases for legal services on behalf of all Departments.	873 cases created
		Monitor and manage procurement contracts	Ensure renewal or procurement of service contracts when due during 2021.	Ongoing
		To conduct quarterly budget reviews	% spend vs budget ongoing	Ongoing
To support the work of the Audit Committee	No. of meetings supported annually	4		

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 Information Management Committee during 2021	Q3 2021
		Progress Records Management Centre	Complete Part 8 stage in project implementation for Records Management Centre and commence phase 1 construction	Q4 2021
		Oversee operation of New Alcohol Bye Laws	No. of fines processed	New bye laws commenced Q4 2020 Reporting to commence 2021
6.8 To work alongside key partners to strategically use data to make informed, transparent and evidence led decisions, to inform service and infrastructure needs and advocate for our county from a strong evidence base.		To oversee the reporting of 2020 Performance Indicators to NOAC within statutory deadlines	By 30.04.2021	Reporting by 30.04.2021
	Improve communications channels to provide information to support customer service	Review of Communications Strategy	To have review completed during 2021	Q4 2021

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		Monitor the implementation of the Irish Language Scheme	Visible increase in the usage of Irish language in communications channels & tools	20% of press releases issued simultaneously bilingually
		Review and expand use of MapAlerter and other IT customer information systems	No. of registers users of MapAlerter system	1657 (2020)
6.10 Improve visibility and awareness of the Council by effectively promoting our role and our achievements in the delivery of projects and services.	To increase the use of social media and other communications tools by the Council and enhance community awareness	Review of Social Media Policy	To have review completed during 2021	Ongoing
		Increase followers on KCC owned social media channels	No. of followers on social media pages	49,395 (2019 NOAC). KCC central channels end 2020: FB 15,081 Twitter – 8,520 Insta – 1,516
		Develop proactive communications opportunities to promote KCC services, projects and achievements	Increase in volume of proactive press releases & social media content on campaigns/events	Ongoing
2.5 Enabling Business and sustaining growth “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.”	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.	Review Casual Trading Bye Laws to comply with new regulations and address growing demand for outdoor trading in the public realm	No. of MDs that bye law reviews have been completed in 2021 Adoption of Casual Trading Policy by SPC	3 commenced in 2020

Department/Service Area: Human Resources

The Human Resources (HR) Department's core activities include recruitment, staff training and development, staff welfare, industrial relations and superannuation. During 2020 activities in the department had to be adjusted due to the pandemic. The main changes were the introduction of remote working across the organisation and the use of online platforms to deliver training and carry out interviews.

During 2021 the HR department will continue to promote staff training and development, good attendance, a safe and healthy work environment and stable industrial relations. We will look to embed and refine remote working in the organisation in consultation with Health & Safety and the IT department.

Recruitment campaigns will continue throughout the year to ensure that all available posts are filled as required and we will look at further streamlining the recruitment process, including the use of online applications and IT solutions to maximise efficiency.

Corporate Plan Supporting Strategy	5-year Objective (As per Corporate Plan)	2021 Objective	Performance Standard	Performance Indicator (2020 unless otherwise stated)
6.3 Support organisational effectiveness, training and continuous professional development, staff well-being, innovation, flexibility and performance by implementing the sectoral People Strategy	Build organisational competence to effectively deliver on our current and future services through creating a culture of training excellence and continuous learning and development	To ensure best recruitment practice is followed and that the human resource needs of the organisation are met	Responsive, effective and flexible recruitment programme in place to meet organisational needs	No. of competitions run – 27 No. of leavers – 51 No. of joiners - 85
		To refine remote working policies and procedures in consultation with other stakeholders, i.e. Health & Safety and IT and having regard to government requirements and advice of the LGMA	Remote working policy and procedures reviewed and updated in line with government requirements and advice of LGMA	52% of staff working remotely (based on Dec 2020 figures)

<p>6.3 Support organisational effectiveness, training and continuous professional development, staff well-being, innovation, flexibility and performance by implementing the sectoral People Strategy</p>	<p>Create a culture of continuous learning and development by implementing the staff training and development programme for 2021 which will include:</p> <ul style="list-style-type: none"> - supporting professional staff to obtain and maintain accreditation - supporting management and leadership capacity in the organisation through mentoring and capacity building training 	<p>Implementation of Training & Development Plan 2021</p>	<p>No. of average training days per staff member – 1.95</p> <p>No. of training courses/seminars delivered - 319</p>
	<p>Empower and enable our managers and supervisors by supporting and monitoring the operation of PMDS and continuing the implementation of the competency framework</p>	<p>PMDS implemented, i.e. team plans and PDPs completed and reviewed throughout the organisation</p>	
	<p>To ensure management and staff are supported so that the organisation is best placed to meet current workloads, deadlines, change management and future challenges in a healthy and safe working environment</p>	<p>Provision and promotion of the Employee Assistance Programme. Ongoing supports as required</p>	<p>Ongoing</p>

		<p>To continue to promote positive employee relations and engagement and good industrial relations and to continue consultation and communication with the Lead Worker Representatives</p>	<p>Ongoing engagement and regular meetings with all trade unions and Lead Worker Representatives</p>	<p>Ongoing</p>
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Department/Service Area: Finance

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

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

Corporate Plan Supporting Strategy	5-year Objective (as per Corporate Plan)	2021 Objective	Performance Standard	Performance Indicator (2020 unless otherwise stated)
1.3 Ensure over the lifetime of the Corporate Plan that Climate Action is mainstreamed into the Council's policies, buildings, infrastructure and operations to reduce energy demand	To enhance the competency of staff in Green Procurement practices	Procurement to liaise with Climate Action team to increase staff awareness of Green Procurement options	No. of relevant staff attending Green Procurement briefings/training	Reporting to commence in 2021
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 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	70% (2020) If Covid Rates Waiver had been treated as cash collected then this figure is 80%
			Collection level for rents and Annuities	92% (2020)
		AFS to be submitted to the DoHPLG within statutory timeframe	Annual Financial Statement	Annually March
			Revenue expenditure per capita	€978.21 (2020)

Department/Service Area: Information Systems

The principal focus for I.T in 2021 is the protection of council information assets. Primarily I.T. will look to protect the organisation against a cyber security incident e.g. ransom ware. Compliance with GDPR and the provision of robust and resilient information management systems and solutions to protect the council in the event of an infrastructural failure is also included in this area. An initiative, termed a 'Disaster Recovery' or DR solution is an ongoing project over several years to include technologies such as virtualization, resilient links, the use of the Cloud where appropriate. The second area of focus is in assisting service delivery sections to examine current work practices and to look for ways to improve the flow of work, thereby reducing delivery times and improving customer services. This initiative involves the development of customer service channels via web, mobile and Robotic Process Technology (RPA) technologies. The deployment of the Council's new Microsoft Dynamics Customer Relationship Management (CRM) system will provide the opportunity to streamline existing processes and introduce a platform for the new technology solutions.

As a response to the Covid-19 pandemic I.T. have had to enable over 600 staff to work remotely through the provision of VPN and other remote working options such as TEAMS as well as the procurement, configuration and deployment of over 500 laptops. Support for this remote working environment will continue through 2021 with the deployment of further IT solutions.

Finally, in 2021 I.T. will continue to provide excellent levels of technical support service to staff and to members, will be responsive to organisational needs and will strive for maximum up-time on all hardware and software in use in the council.

Corporate Plan Supporting Strategy	5-year Objective (As per Corporate Plan)	2021 Objective	Performance Standard	Performance Indicator (2020 unless otherwise stated)
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.	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.	Run staff IT security training	Aim for 95% attendance
			Change IT password policy	Applied to all staff
			Get a third party to perform a second IT security risk assessment	Complete by Q3 2021

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.		Services to the Public - enhance the new public facing website for public interaction with the council to include updates to library website, new citizen and members portal and GIS.	Continue to enhance the council website	Increase security features Support the Irish Language Scheme Host new CRM portals Support new library and sports partnerships sites Enhance accessibility features
			Open data	Continue to deploy open data sets to data.gov.ie and complete an audit of all open datasets in the organisation
			CRM - develop new communications channels for public engagement	Start deployment of new CRM solution Q2 2021 which will include a new citizen portal
			Technical Support - continue to deliver effective technical support to elected members and to staff in a cost effective and efficient manner	Upgrade all Windows 7 machines to Windows 10
		Support the functions of Kildare County Council through innovative ICT solutions	Full deployment of office 365 Teams	Teams available to all staff
			Virtualisation of all servers and fully hosted on resilient SAN environment	All physical servers virtualised by Q2 2021 and hosted on resilient SAN environment

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	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	Continued focus on key processes supporting Housing, Planning and Finance
			Implementation of new CRM solution	Start deployment of the new CRM solution - Q2 2021
			Development of an enterprise reporting strategy	Use Microsoft Power BI for the development of all new enterprise reporting requirements
			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
	Continue to support remote working	Continue to deploy solutions that support remote working	Deployment of laptops to staff working remotely Enable electronic signature through Docusign Development of on-line forms using SUBMIT.com Extend the use of Microsoft TEAMS Support the deployment of a new staff app. Build voting functionality through Teams for council meetings	

				Extend the KCC phone system to remote workers using Alcatel rainbow through Teams
		Data Management - deliver resilient systems that will assist the organisation to store, manage and process data in a compliant and effective manner	Deployment of a new resilient SAN solution Data Governance	Migration of all physical servers to visualised environment hosted on a new resilient SAN with integrated backup solution with the potential to extend backup to the cloud. Q2 2021 Access opportunities to create a data catalogue, initiate data classification and implement data retention policies through the migration of data from on premise to the cloud. This initiative will start in 2021

Department/Service Area: Library and Arts Service

Several key actions from *Recover, Refocus, Re-energise* the Interim Library Services Development Plan 2020 – 2022 and 'Short Grass Stories: Arts Strategy for Kildare County Council 2018-2022' will be delivered in 2021.

The Library and Arts Service will deliver a high-quality range of learning, literacy, reader development, cultural, arts and heritage programming through the County Programming team, while also delivering on relevant elements of the Decade of Commemorations Programme and Kildare's Creative Ireland Strategy. Streamlining our membership processes, expanding our online collections and moving our events, workshops and festivals online or to a hybrid delivery model will ensure we can continue to deliver an inclusive and accessible library service until the COVID-19 public health emergency has ended.

Priority areas for the Arts Service in 2021 are to support artists through professional development and mentoring opportunities, the development of an online grant application system for Arts Grants, Bursaries and Short Grass Film commissions, to support the Music Generation roll out countywide, to develop Kildare's Municipal Art Collection and to support older people and those cocooning during COVID through Arts, Health and Wellbeing programming.

Corporate Plan Supporting Strategy	5-year Objective (As per Corporate Plan)	2021 Objective	Performance Standard	Performance Indicator (2020 unless otherwise stated)
4.6 Continue to improve the well-being, learning, recreation and cultural needs of our community through participation in and development of our library, arts, heritage and culture services and programmes	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
		Implement 'Recover, Refocus, Re-energise' Kildare Library Service Interim Development Plan 2020-2022	Active Membership	23,342
	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	3.6

4.6 Continue to improve the well-being, learning, recreation and cultural needs of our community through participation in and development of our library, arts, heritage and culture services and programmes

Implement National Public Library Policy	No. Visits to Libraries per head of population	1.025	
Tender for design led team to progress Kildare County Library and Archive Facility as part of urban grant application process	Project status	Design team to be appointed in 2021	
Progress Naas Library and Cultural Centre Capital Project to completion	Project status	To be delivered within project timeline	
Progress Clane Library Capital Project to design, Part 8 planning and construction phase	Project status	To be delivered within project timeline	
Progress remedial works to preserve the Local Studies building- Phase 1 of Capital Project will include moving stock, collections and staff from Local Studies building temporarily in order to prepare the collections, catalogue and digitise.	Project status	To be delivered within project timeline	
Respond to outcomes of National LMS Tender	Project status	To be delivered within project timeline	
Implement My Open Library Service in Athy and in new capital projects	Project status	To be implemented in 2021	
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	90,623
		No. of uses of online services	77,060

4.6 Continue to improve the well-being, learning, recreation and cultural needs of our community through participation in and development of our library, arts, heritage and culture services and programmes

Redevelop Kildare Library Service Website	Project status	Project completed in 2021
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 to attend at least 2 training sessions in 2021
Action Marketing Plan 2021	No. of social media followers across all platforms	Facebook 4,259, Twitter 2,807
Implement a Community Digital Training Awareness Programme	No. of events and no. of participants	Programme pilot completed and rolled out to all branches in 2021
Implement the Kildare Collections Development Policy and continue to invest in quality leisure reading and educational support collections	Book budget	Spend Book Budget by end of Q4
Deliver educational awareness programming on Climate and Energy Conservation	No. of events	40 events in 2020
Deliver targeted programmes including 'Toys, Technology and Training', Parenting etc	No. of events and no. of participants	Programmes to be delivered in 2021
Deliver national Right to Read initiative including Summer Stars, Readers Festival etc	No. of events and no. of participants	Programmes to be delivered in 2021
Deliver the national Work Matters, Healthy Ireland and the Keep Well initiatives	No. of events and no. of participants	Programme to be delivered in 2021
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 digitisation programme	No. of visits in person and to website No. of items digitised
		Increase on 2020 numbers Digitisation 25% complete by Q4

4.6 Continue to improve the well-being, learning, recreation and cultural needs of our community through participation in and development of our library, arts, heritage and culture services and programmes		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 and no. of participants	2,107 (2020)
		Deliver on Decade of Commemoration Programme – 1921/2021	No. of events and no. of participants	26 events in 2020 including online
		Support the Government's Creative Ireland Cultural Strategy	No. of bursaries granted	25 bursaries granted in 2020
		Deliver Cruinniú na nÓg Programme of creativity for young people	No. of events and no. of participants	10 events in 2020
4.6 Continue to improve the well-being, learning, recreation and cultural needs of our community through participation in and development of our library, arts, heritage and culture services and programmes		Priority areas for the Arts Service include Children and Young Peoples programme, to include support for Music Generation, support for Kildare Young Filmmakers, Youth Theatre, Arts in Education programmes	No. of events and participants	Programmes to be delivered in 2021
	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	Carry out a review, audit and plan for the further development of Kildare County Council's Municipal Art Collection.	Plan established for review. Exhibition of selected works	To be completed in 2021

4.6 Continue to improve the well-being, learning, recreation and cultural needs of our community through participation in and development of our library, arts, heritage and culture services and programmes

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

Support older people and those cocooning during COVID through Arts, Health and Wellbeing programming	No. of participants and programmes. Kildare COVID notebook digitised	Programmes to be delivered in 2021
Deliver the annual Culture Night programme	No. of events and number of participants	Programmes to be delivered in 2021
Progress the Public Art programme for Kildare	Squires Gannon sculpture and Kerdiffstown Park artwork delivered	To be delivered in 2021
Continue to promote Kildare as a 'film friendly' county	Short Grass film commissions and bursary awards delivered	To be completed in 2021
Support artists, arts collectives and community groups to engage in quality arts experiences	Administer annual arts grants system now online	To be completed in 2021

	public engagement and nurtures the artist			
		Continue to develop relationships and programmes with Maynooth University, through residencies and programmes	Programmes delivered with Dept of Geography, English and Education	To be completed in 2021
		Support artists through professional development and training opportunities	No. of events and no. of participants engaged	To be completed in 2021
4.10 To support Irish language and culture through implementing our Irish Language Scheme and related events and supports.	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 and no. of participants	Programme to be delivered in 2021

Department/Service Area: Economic Development

The Business Support Unit of Kildare County Council incorporates the Local Enterprise Office and the Economic Development Team. The unit serves as a “first-stop shop” to provide support and services to start, grow and develop micro and small businesses in each Kildare.

Kildare County Council's recently adopted Economic Development Strategy, Kildare 2025, sets out a five-year vision that will accommodate future growth and strengthen economic development in a sustainable and responsible way. This strategy will feed into the review of the County Development Plan and the Local Economic and Community Plan and act as a reference document for participation in the future economic recovery and strategic plans that are being prepared by the Government and associated agencies.

This strategic plan encompasses objectives and actions that will facilitate growth and economic activity and provide a high quality of life for our citizens. This practical and pragmatic action plan also illustrates a comprehensive understanding of the social, economic and environmental factors in our own county whilst ensuring we are aligned with key economic drivers at regional and national level.

Corporate Plan Supporting Strategy	5-year Objective (as per Corporate plan)	2021 Objective	Performance Standard	Performance Indicator (2020 unless otherwise stated)
2.1 Grow employment by supporting existing SME's growth and innovation plans, while maintaining a supportive environment that attracts and supports entrepreneurship	To strengthen the enterprise base and encourage job creation activities Promote entrepreneurship & provide an integrated support structure conducive to enterprise start up and growth	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	252
		Increase the number of Grant applications both received & approved	No. of grants approved	555 grants approved out of a total of 700+ received.
		Increase the number of training courses and to develop programmes specific to	No. training participants on training courses	3,612

		entrepreneurs' current needs		
		Maintain the number of Mentoring sessions to assist and develop entrepreneur's business needs	No. of mentoring sessions	1,088
		Increase the number of applications received and approved for online trading vouchers	No. of online trading vouchers approved	632
2.10 Support creativity, innovation and enterprise in Kildare through effective stimuli for local entrepreneurship to leverage the innovative capacity of the County and retain talented people.	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 vouchers availed of & € value of funds accessed by Kildare based companies	Reporting to commence in 2021
2.2 Work with strategic partners to deliver infrastructure and promotional campaigns to attract, sustain and expand foreign direct investment and major indigenous companies	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. The 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
2.3 Support and promote growth opportunities for the equine	Promote Kildare as "The Thoroughbred County"	To establish County Kildare as the "Centre of excellence for the	No. employed in the Equine Industry	4,735 Direct, indirect and secondary employment

industry in recognition of its central place as a unique feature of Kildare's identity	Pursue planning policies which protect the environmental qualities which have led to the development of Kildare as the centre of the equine industry in Ireland	bloodstock industry in Ireland 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. Visitors related No. Training participants in Equine related programs No. Start-ups in Equine Tech Hub Completion of an Equine Asset map of the County Establishment of an Equine Industry Forum	229, 682 26 Reporting to commence in 2021
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.	Facilitate and support the expansion and sustainment of the retail offering in County Kildare.	Successfully run a Retail Conference in 2019 to support retailers in Co. Kildare	No. of retail outlets in the County	Reporting to commence in 2021
		Increase number of applications for Shop Front grant Scheme	No. of shops opting to use Shop Front grant Scheme	93
		Increase number of applications for Shop Front competition	No. of entrants in pride of place Shop Front competition.	N/A – Postponed in 2020
		Increase number of retailers engaging with Age Friendly Business Recognition Scheme	No. of retailers engaging with Age Friendly Business Recognition Scheme	17 – Training (Developing an Age Friendly Digital Strategy) 93 – Shopfronts
		Increase awareness of initiative Purple brigade	No. of MD'S developing and promoting initiative Purple brigade	Recommence in 2021
		Increase awareness of Enterprise Town initiatives	No. of MD'S developing and promoting Enterprise Town initiatives	Reporting to commence in 2021

		Increase targeted promotion to grow take up of online retailing	No. of retail adopting online amongst our bricks and mortar retailers	632
2.4 Collaborate with local providers, communities and strategic agencies to develop, package and promote our tourism offering and leverage our location as part of Ireland's Ancient East, located on Dublin's Doorstep.	Support, co-ordinate and optimize the visitor experience potential and reinforcing a positive image encompassing, equine, history, culture, food, retail and natural and built environment. Support the expansion/improvement of existing network of facilities in tourism, hospitality & leisure industry.	Manage and update asset map of Kildare on a quarterly basis	Completion of an asset map across the county	Reporting postponed in 2020
		Increase promotion of jobs opportunities through Kildare Economic Job Opportunities Database	Increased no. employed in the sectors associated with visitor experience	Reporting postponed in 2020
		Increase number of courses, initiatives and events specifically related to tourism, FDI & equine	No. of visitors as well as FDI and business start-ups in the County	Reporting postponed in 2020
2.8 Continue to work with partner agencies to support rural communities through skills development, enabling broadband delivery and supporting employment opportunities aligned to a rural lifestyle and setting. 2.6 Support and promote growth opportunities from the Agrifood & drinks sector in recognition of its strength as a key economic drive in County Kildare	Increase economic activity and build sustainability into the rural economy Support increased development of rural enterprises in renewable energy and green technology Encourage and support start up enterprises along the Blueway and greenways	Successfully run a Green & Sustainability Conference, specifically aimed at businesses in Kildare	Increased numbers of rural enterprise and diversification initiatives	Reporting postponed in 2020
		Run a Green for micro courses for LEO clients/ businesses in Kildare to adopt green processes within their operations	Development of Agri-food – science network	Reporting postponed in 2020
			Development Agri-food – Hub	Reporting postponed in 2020
2.9 Working in collaboration with all education	Encourage and support upskilling, job mobility and enterprise creation management	Run courses & initiatives specifically aimed at	No. of people engaged in upskilling and	3,784

<p>stakeholders, encourage and support skill development and talent retention required by employers in all sectors</p>		<p>current demands to support upskilling, job mobility and enterprise creation management</p>	<p>training in business sector</p>	
<p>2.0 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.</p>	<p>Contribute to the growth of the region and expand international reach</p>	<p>Identify and encourage new businesses which have the potential to develop and grow employment and export</p> <p>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.</p> <p>Increase awareness of high [otential or export related initiatives</p>	<p>No. of client companies exporting</p> <p>No. of clients accessing TAME vouchers</p> <p>No. of innovation hubs developed in the County and Region</p> <p>No. of hpsu start-ups transferred to Enterprise Ireland</p> <p>No. of start-ups on global ambition program</p> <p>No. of attendees at regional conference on Innovation</p> <p>No. of attendees at accelerating SME digital transformation and competitiveness through collaboration and partnership Conference in conjunction with NUIM 18/02/2021</p>	<p>250</p> <p>Impact of COVID-19 on international travel</p> <p>3</p> <p>2</p> <p>15</p> <p>Innovation conferences: Oct 2020 60+</p> <p>Dec 2020 - Workplace of the Future Digital Seminar (MERTS) = 216 registered participants.</p> <p>= 102 registered participants</p>

<p>2.11 Promote key aspects of the Green Economy including the adoption of appropriate alternative, sustainable and smart energy solutions including coworking hubs.</p>	<p>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</p>	<p>Create clusters of innovation hubs in the County. Open the Mid-Eastern region innovation think space (MERITS) building to provide co-working incubation and accelerator space for technology entrepreneurs and technology businesses</p> <p>MERITS Business activity started</p> <p>Climate Action conference, in association with MERITS, October 2020</p> <p>Growing Green for Micro Programme</p>	<p>% occupancy of MERITS</p>	<p>Measurement to commence on delivery of MERITS project</p> <p>Hosted 2 x innovation events</p> <p>MERITS to open housing 120 tech Innovate Entrepreneurs March 2021</p> <p>MERITS General Manager appointed and Programme Manager recruitment underway</p> <p>10 businesses committed to Innovate Kildare programme with Carlow IT</p> <p>x220 registered participants</p> <p>Launching March 2021</p>

Department/Service Area: Environmental & Water Services

The Environment Department, in co-operation with WERLA, LAWPRO, the HSE and the EPA propose to optimize the resources and funding available to protect and maintain the natural environment of County Kildare working with community groups, business owners and operators, farmers, and members of the public and using the powers vested in our offices under the appropriate environmental legislation.

As Lead Authority for the Eastern region, Kildare County Council will continue to support the Climate Action Regional Office (CARO) in their endeavors to drive climate action at local and regional levels.

Corporate Plan Supporting Strategy	5-year Objective (as per Corporate Plan)	2021 Objective	Performance Standard	Performance Indicator (2020 unless otherwise stated)
1.1 To protect, conserve and promote our County's natural and built heritage & identify and support biodiversity for the benefit of our policies, people, and our environment	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 KCC Pollinator Plan with a programme of biodiversity schemes throughout the site to encourage growth in native insect, animal, and plant populations	Plan in place	1
1.3 Ensure that Climate Action is mainstreamed into the council's policies and operations to reduce energy demand	To progress implementation of actions of Kildare Climate Change Adaptation Strategy	Support the work of the Energy Management Officer in reducing the Council's energy costs Support the work of the KCC Climate Action Team	Costs reduced Staff training programme completed	

<p>1.9 Support and incentivise positive community actions that improve our environment and mitigate climate change</p>	<p>Provide for the maintenance of existing Civic Amenity sites to encourage the recycling of waste, and forward plan for new CAS where deemed necessary and funding available.</p>	<p>Continue servicing of existing civic amenity and bring bank sites.</p>	<p>No. of Civic amenity sites</p>	<p>2</p>
<p>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.</p>	<p>Oversee the provision of waste collection on a county-wide basis, both domestically and commercially, and take enforcement action where necessary</p>	<p>Inspection of waste permitted and certificate of registration facilities by KCC in co-operation with other agencies to ensure that registered waste recovery facilities are being operated in compliance with their conditions</p>	<p>No. of inspections</p>	<p>100</p>
		<p>Inspection of building sites to ensure that construction and demolition waste is being suitably separated, recycled, and disposed of</p>	<p>No. of inspections</p>	<p>12</p>
		<p>Inspection of sites under Section 32 of the Waste Management Act to ensure that households and businesses are suitably separating their waste in compliance with the Waste Presentation bylaws</p>	<p>No. of inspections</p>	<p>200</p>

1.8. To protect and improve water quality through implementing River Basin Management Plans		Investigation of illegal dumping	No. of inspections	700
		Programme of litter inspections / surveys	No. of inspections completed	240
		Investigations regarding unauthorised waste collections	No. of investigations	10
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.	Rural Water Provision of Support/Advice to Group Water schemes and small private supplies through Govt grants and liaison with Irish Water		Level of spend under Rural Water Multi-Annual Programme 2019 – 2021 No. of well grant applications processed	Allocation of €414,000 for life of programme
	Ensure a high-quality environment through effective environmental enforcement activities – river and ground water	River water inspections to ensure the protection of our surface waters in compliance with the Water Framework Directive	No. of inspections	700
		Farm inspections regarding waste management and discharges	No. of inspections	50
		Investigation of water pollution incidents	No. of inspections	140
	Ensure a high-quality environment through effective environmental enforcement activities – noise/air	Investigations under the solid fuel regulations to ensure that special control area zones suitably restrict the sale and distribution of bituminous fuels	No. of inspections	20
		Inspections under the Solvents Regulations	No. of inspections	25

		Ambient air inspections in co-operation with the HSE & EPA to monitor air quality in designated locations throughout the county	No. of inspections	15
1.9 Support and incentivise positive community actions that improve our environment and mitigate climate change	Support and recognize environmental protection through community awareness, supports, incentives and facilities	Support environmental awareness through school's education and awareness programmes, neighbourhood improvement programmes such as Tidy Towns, Community Clean-Ups, and the provision of promotional material and support.	No. of participants in Tidy Towns Network No. of schools participating in environmental campaigns (e.g. Green schools) No. of participants in Green Kilometre Scheme	40 100 10
4.4 To facilitate the provision of recreation, sports and open space facilities in the county	To support the development and enhancement of local sports, leisure, recreational and arts facilities.	Progress Kerdiffstown park project in line with project plan	Ongoing	Ongoing
1.4 Collaborate with agencies to reduce the risks and impacts of flooding events and facilitate appropriate mitigating projects		Progress the Morrell Flood Management Scheme Deliver OPW Minor Works Schemes to manage flooding outside the CFRAMs areas	No. of Schemes delivered	2
5.5 Facilitate and support Irish Water in their delivery of capital investments in the county	Provide water and wastewater functions on behalf of Irish Water under the terms of a Service Level Agreement (SLA)	Continue to provide Water and wastewater functions on behalf of Irish Water under the terms of a Service Level Agreement	Ongoing	Ongoing

Department/Service Area: Climate Action Regional Office (CARO)

Corporate Plan Supporting Strategy	5-year Objective (As per Corporate Plan)	2021 Objective	Performance Standard	Performance Indicator (2020 unless otherwise stated)
1.5 Drive climate change action and environmental protection through organisational and community awareness, supports, research and facilities.	Leading a climate resilient council. "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 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 Collaborate with agencies to strengthen our ability to sustain responsive and effective operations and services to reduce the impacts of extreme weather conditions and climate related emergencies. AND 1.4 Collaborate with agencies to reduce the risks and impacts of flooding events and facilitate appropriate mitigating projects.	1. Leading a climate resilient council. "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 with their continued development of strategic partnerships and by engaging with as well as supporting the sub-regional structure of local authorities within the Eastern & Midlands region Kildare County Council will engage as a member of the Mid-East sub-region (local authorities in Wicklow, Kildare, Meath & Louth) and as CARO Lead Authority	Ongoing engagement with Mid-East Sub Region and working collaboratively with Meath, Louth and Wicklow	Attendance of all sub-regional meetings and playing an active part in climate action policy and project development

		for the Eastern & Midlands region.		
<p>2.11 Promote key aspects of the Green Economy including the adoption of appropriate alternative, sustainable and smart energy solutions including co-working hubs.</p>	<p>2. Enabling Business and Sustaining Growth.</p> <p>“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.”</p>	<p>To support the CARO in developing a further regional specialism in the area of business opportunities from climate change.</p>	<p>Ongoing engagement with the CCMA and other project partners</p>	<p>Project progress reported in a timely fashion to the relevant CCMA committee</p>

Department/Service Area: Planning and Strategic Development

The Kildare County Development Plan (CDP) was adopted in 2017 and underwent a two-year review during 2019. Following on from the adoption of the Regional Spatial and Economic Strategy (RSES) by the Eastern & Midland Regional Assembly during 2019, Variation No.1 to the CDP to incorporate the required changes to the Core Strategy and to the Population Projections contained within the CDP. Kildare County Council resolved to adopt Variation No. 1 of the Kildare County Council Development Plan 2017-2023 at its adjourned special meeting on 9th June 2020.

Due to the effect of the adoption of the RSES, all Local Area Plan reviews had to be paused. The Draft Athy Local Area Plan was published on 17th December 2020 and is currently going through statutory consultation. Work commenced on the Draft Naas Local Area Plan and is expected to be published in March 2021. Subject to resources, work will commence on the Maynooth Local Area Plan and on the Kildare Town Plan in 2021. A review of the County Development Plan commenced with the publication of the Issues Paper on 11th January 2021 which is the commencement of the statutory review process of the County Development Plan 2023 – 2029.

The Public Realm and Strategic Projects Team joined the Planning and Strategic Department in December 2019. Through evidence-based data and urban design analysis, the team in collaboration with Communities development transformative Public Realm/ Urban Design solutions to create more vibrant and liveable 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 to both the RRDF and URDF submitted in 2020. Decisions are awaited in respect of the URDF applications submitted with the RRDF funding application submitted in respect of Kildare Town being successful.

The Planning Department continues to deal with planning applications of varying sizes and levels of complexity. Pre-planning meetings are designed to deal with prospective applicants for large scale residential or commercial developments, and the department will continue to facilitate pre-planning meetings during 2021 through MS Teams.

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

Preparations will also commence in 2021 for the proposed nationwide introduction of E-Planning.

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

A County Heritage Plan was completed during 2019. In 2021 the Heritage Officer will continue to implement actions arising from this Plan. During 2021 the Conservation Officer will continue to facilitate the roll-out of the Built Heritage Investment Scheme and Structures at Risk Schemes as approved by the Department of Culture, Heritage and the Gaeltacht.

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

Corporate Plan Supporting Strategy	5-year Objective (As per Corporate Plan)	2021 Objective	Performance Standard	Performance Indicator (2020 unless otherwise stated)
5. "Continue to plan, deliver and maintain key infrastructure in our County that sustains mobility and access and positions Kildare to achieve sustainable growth."		To progress all statutory forward planning processes in line with statutory deadlines and the County Development Plan	Review of Kildare County Development Plan	Complete by 01/02/23
			Local Area Plans Naas Athy Kildare Town Maynooth	To be progressed during 2021
5.6 To ensure planning policy and development management support consolidated urban development and the reuse and regeneration of land and buildings in order to make making the provision of key public services sustainable	To ensure effective, proper planning and sustainable, balanced development of urban and rural areas	To initiate a review of the Development Contribution Scheme during 2021	Review of Development Contribution Scheme 2015-2022	To commence review of scheme in 2021
1.6 Ensure continued robust enforcement, licensing, certification and regulation in environmental protection, planning management and control, 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.	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	Processing of Planning applications	1,626 applications (2020)
			% of Planning enforcement cases closed (against no. of cases that were investigated)	1,170 decisions issued (2020) 48.72% (2020)
			% of applications where the decision was confirmed (with or without variation) by an Bord Pleanála	81% (2019 NOAC)

			Buildings inspected as a percentage of new buildings notified to the local authority	16.8% (2019 NOAC)
			Cost of the Planning service per capita	€37.60 (2019) per person
			Pre-planning meetings	127 commercial meetings (2020)
				108 one-off housing meetings (2020)
				2 pre-planning clinics; remainder by telephone/email consultation due to Covid 19 restrictions
		Section 5 (exempt Development) declarations	56 decisions issued (2020)	
Strategic Projects & Public Realm				
2.5 Consult with communities and collaborate with partners to enhance the public realm and design of our towns and villages and deliver projects that revitalise the local economy and rural hinterlands.	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 and villages) throughout the County during 2021	No. of settlements reviewed per year in line with agreed programme.	10 in progress during 2021

	To maximise public participation and collaboration in informing design and project proposals for each Town and Village	To progress extensive public consultations online during 2021 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	17 planned for 2021
	To actively pursue funding opportunities for projects that revitalise the county's towns and villages	To submit further funding applications to expand the programme of approved projects under the Strategic Projects and Public Realm Programme beyond 2020	Total value of funding approvals annually	€10m being sought in URDF applications submitted in 2020 with decisions awaited
5.2 Promote and support the use, development and maintenance of sustainable transport alternatives including walking, cycling and public transport in collaboration with key transport stakeholders and agencies	<p>To deliver projects that revitalise the local economy and rural hinterlands of the county's towns and villages, including greenway and blueway projects</p> <p>To create an increased sense of place, where sustainable transport and modal shift is prioritised</p>	To progress delivery of programme of approved funded projects under the Strategic Projects and Public Realm Programme	<p>Funding spend per annum on completed projects</p> <p>Value of active projects on hand at year end</p>	Reporting to commence in 2021

Department/Service Area: Community Services

Community services develop and lead initiatives aimed at providing civic leadership and opportunities for community engagement. The year 2020 was challenging for all communities due to the impact of Covid 19 and many initiatives were curtailed which will hopefully progress in 2021. This Department continues to support community leadership and engagement through

- Community grants
- Community development supports
- Comhairle na nÓg and the Kildare Age Friendly County Programme
- Co-ordinating the participation of Kildare Sports Partnership
- Parks and landscaping
- Tourism promotion
- Joint Policing Committee
- Integration strategy
- Public Participation Network and others.

The Community Call helpline was set up in March 2020 to assist older and vulnerable people to receive support during national restrictions on movement. The helpline generally dealt with transport, shopping and collection of prescription requests but also had assistance from the library service for the provision of homebound book deliveries. The helpline dealt with 1494 requests in 2020 and continues to provide the service in 2021.

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

The Parks Department provides Kildare County Council's landscaping service. This section also delivers a wide range of work across the county related to provision, design and maintenance of recreation and amenity facilities. The main priorities for 2021 are:

- Delivery of playgrounds in Castledermot & Allenwood
- Commence preparation of masterplan for amenity lands in Sallins and Carton Avenue, Maynooth
- Commence detail design for Cherry Avenue Park
- Advance pilot schemes for reduction of glyphosate
- Develop a monastic garden in Kildare Town
- Develop a sensory garden in St Catherine's Park

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

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

Corporate Plan Supporting Strategy	5-year Objective (As per Corporate Plan)	2021 Objective	Performance Standard	Performance Indicator (2020 unless otherwise stated)
4.1 Enhance social inclusion, community participation and development through training, awareness, capacity building, community grants and awards in collaboration with the PPN and LCDC.	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	1100
		Encourage representation	No. of PPN representatives to KCC & related structures	25
	To Promote consultation and communication through partnership with employees and citizens	Arrange social events	No. of events in Social Inclusion Week	10
		Arrange information sessions	No. of PPN information sessions regarding supports available	10
	To develop the community leadership role of the council through the Local Community Development Committee (LCDC)	To ensure that Kildare LCDC continues to run effectively and efficiently	Sustain the current no. of meetings annually by LCDC and its supporting sub-committees (3-4)	20 meetings
4.0 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 support the work of the Strategic Policy Committees	Areas for attention will be progressed from the work plans advised to the committee in January 2021	No. of policies, strategies and schemes reviewed and developed by Strategic Policy Committee	No. of policies and strategies brought to full council for consideration
	Residents Associations: To continue to work with existing community residents' associations	Residents' Associations grants scheme will be run for local authority and private estates in 2021	No. of Resident Association Groups applications	Local Authority 113 Private residence 265

4.0 To empower all citizens to participate in safe and inclusive communities and access services and supports that make a positive difference in their lives.	and support the development of new residents' associations.			
	Continue to promote social inclusion and community development as good practice in all project estates.	Continue promotion	KCC priority project estates supported	10
	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	23
		Continue to support participation	Over 20 gardens qualified for the Best Kept Garden Competition	18
Continue to support participation		Over 10 young people participate in the Youth Endeavour Awards	2	
4.1 Enhance social inclusion, community participation and development through training, awareness, capacity building, community grants and awards in collaboration with the PPN and LCDC.	Supports 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 applications for LARA grants	78
4.8 Oversee and collaborate with partner agencies in the LCDC to implement a joined up, cross sectoral approach to local and community development programming, particularly targeting the most excluded.	Multi-agency group established for targeted estates in the County to highlight gaps in service provision	Continue to work with targeted estates	At least 4 meetings per year	2
	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 No. of groups supported annually	781 59

			Bimonthly LCDC reports Annual review complete Yes/No	Yes
6.11 Facilitate youth participation in policy development through Comhairle na nOg.	To continue to support the work of Comhairle na nOg under the national policy framework "Better Outcomes Brighter Futures 2014-2020"	Continue support	No. of second-level schools participated in Comhairle	58 (2020)
4.11 Promote and recognise cultural differences in planning and decision making by understanding needs, agreeing actions and including more diversity in decision making structures.	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	Complete integration strategy 2021-2026	Completing and implementing the strategy	Currently in the consultation phase for our new Integration Strategy
		Implement strategy	Implement the Traveller and Roma Inclusion Strategy to support communities	Implementation worker appointed and implementation committee in place Meeting regularly
2.7 Develop and leverage opportunities for community, cultural and economic developments through Twinning and strategic engagement with our Diaspora	<p>Twinning: Strengthen and develop Kildare cultural relationships across the world.</p> <p>Providing support to twinning throughout the County.</p> <p>Continued implementation of the twinning policy and committee oversight.</p>	Develop and maintain website	No. of active twinning groups in County	16

<p>2.8 Continue to work with partner agencies to support rural communities through skills development, enabling broadband delivery and supporting employment opportunities aligned to a rural lifestyle and setting.</p>	<p>To support and facilitate existing and alternative agricultural and rural based economic activities</p>	<p>To ensure that the LEADER programme is delivered in line with the Local Development Strategy and priorities</p>	<p>Leader Projects supported</p>	<p>15</p>
<p>4.4 To facilitate the provision of recreation, sports and open space facilities in the County and educate and build the capacity of the entire community to participate in healthier lifestyles</p>	<p>To promote access to community-based sports and recreational opportunities</p>	<p>Continue to promote opportunities</p>	<p>Cumulative total of playgrounds/skateparks/outdoor gyms facilitated and/or maintained by the Council</p>	<p>Playgrounds - 30 Outdoor Gyms - 11 Skateparks - 3</p>
		<p>Organise and hold annual playday event</p>	<p>Cumulative attendance at Annual Play Day over Corporate Plan lifetime</p>	<p>3,000 (2019)</p>
		<p>Continue to promote participation</p>	<p>Annual participation in Kildare residents engaged in sports and physical activities.</p>	<p>26,000</p>
		<p>Continue to provide upskilling</p>	<p>No of volunteers receiving upskilling annually</p>	<p>4,000</p>
<p>3.10 Work with Partner agencies to identify, plan and deliver social infrastructure such as schools, childcare, medical services, recreation and community facilities to meet the needs of our young, growing and diverse population.</p>	<p>To seek the delivery of physical and community infrastructure in conjunction with high quality residential developments to create quality living conditions</p>	<p>Continue to access funding to support capital initiatives</p>	<p>Annual funding to support small scale capital initiatives in residential areas (subject to funding approved by Dept. of Rural and Community Development)</p>	

4.1 Enhance social inclusion and community participation and development through training, awareness, capacity building, community grants and awards in collaboration with the PPN and LCDC.	To support the development of sustainable communities through active intervention in facilitating community lead projects	Community and festival grants schemes will be run in 2021. New online grants application system.	No. of individual grants awarded	c. 1,000
		Grants information sessions will be organised in conjunction with PPN.	No. of information sessions	% of grants applications made online
4.4 To facilitate the provision of recreation, sports and open space facilities in the County and educate and build the capacity of the entire community to participate in healthier lifestyles	To support the development and enhancement of local sports, leisure, recreational and arts facilities	Support ongoing programme for delivery	Bawnogues Athletic Track - New high & long jump areas, sprint lanes and floodlighting	Complete track upgrade works
		Maintenance and management of playgrounds	Monread Park Outdoor Gym - Install new outdoor gym	Complete installation of gym
			Athy Amenity Sports Ground - Consult with clubs	Complete consultation with the clubs
		Lough na Mona Floodlighting - Prepare tender for light installation	Tender for floodlighting in grounds	
		Amenity Land Athgarvan - Prepare design brief for consultants to complete works	Appoint consultants to carry out the design	
		Implement the adopted the Play Policy for the County	Castledermot Playground	Complete playground construction
			Allenwood Playground	Complete Part 8 and tender for design
			Leixlip Playground	Tender for carpark design and playground design
			Celbridge Youth Facility	Establish stakeholder group and consult with
			Playground Accessibility	

			Celbridge Abbey Playground Playground Maintenance	relevant parties. Develop standard for playground accessibility. Complete installation of additional equipment new path and seating. Complete tender for playground maintenance and routine maintenance and safety inspections	
	1.7 Continue to improve and maintain the appearance of our County with the cooperation of our communities.	To enhance and develop the appearance and environment of Kildare	Develop a Parks and Open Spaces Strategy for the County including best use of recreational facilities	Complete strategy and objectives	Approval of the Strategy by SPC and Full Council
			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
			Sallins Amenity Land Liffey Linear Park Newbridge	Prepare masterplan and advertise it for Part 8 approval Prepare design brief for consultant to masterplan section from Watering Gates to Newbridge College	Approval of the masterplan by the Naas MD Completion of tender to appoint consultants and complete masterplan
Monastic Garden Kildare Town St Catherine's Park Sensory Garden			Tender for Archaeology works and tender for construction of retaining wall and landscaping Tender for contractors to construct garden	Complete Archaeology, construction of retaining wall and landscaping	

<p>1.1 To protect, conserve and promote our County's natural and built heritage & identify and support biodiversity for the benefit of our policies, people and our environment</p>	<p>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</p>	<p>Monread Park Naas</p>	<p>Prepare design brief for consultants</p>	<p>Appoint contractors to construct garden.</p>
		<p>Peoples Park, Athy</p>	<p>Investigate design options for new seating and path upgrade in The Peoples Park</p>	<p>Appoint consultants to prepare masterplan. Prepare costs for seating and paths upgrade</p>
		<p>Moat of Ardscoil</p>	<p>Reinstate wildflower area and install signage and new seating</p>	<p>Complete wildflower meadow and seating</p>
		<p>Leixlip Summer Bedding</p>	<p>Tender for planting and maintenance of summer bedding</p>	<p>Install bedding and complete maintenance</p>
		<p>Cherry Avenue Park, Kildare Town</p>	<p>Prepare design brief and tender for central earth feature on the masterplan</p>	<p>Tender for design of central earth feature</p>
		<p>Grass & Roundabout Maintenance</p>	<p>Carry out maintenance of grass contract areas</p>	<p>Complete maintenance of all contract areas</p>
		<p>Maintain Leixlip Spa SAC</p>	<p>Cut meadow areas, remove litter and investigate conservation of Spa well</p>	<p>Complete works</p>
		<p>Develop Conservation Plan for Castletown Woods</p>	<p>Develop brief for consultant and tender works</p>	<p>Complete appointment of consultant to prepare conservation report</p>
<p>Tender for Architects to conserve and restore Barnhall House and associated buildings</p>	<p>Prepare brief to tender for Architects and advertise tender</p>	<p>Appoint consultant architect to prepare designs for buildings</p>		

		Develop Conservation Plan for Oldtown Gardens Develop Conservation Plan for Carton Avenue	Prepare brief for consultants to complete conservation plan Prepare brief for consultants to complete conservation report	Appoint consultants to complete conservation plan Appoint consultants to complete conservation plan
1.11 Develop and incorporate a programme to increase management of amenity areas to mitigate and adapt to climate change and benefit biodiversity subject to funding and resources	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	Glyphosate elimination Pairc Mhuire Tree Planting Community Tree Planting Scheme	Introduce programme of strimming and reduce spraying Establish research into alternative methods with NUI Maynooth Expand pilot areas for 2021 Develop brief for design of tree pits Plant pilot sites	Complete strimming as part of grass maintenance programme Appointment of candidate to carry out research Completion of revised maintenance for existing and additional sites. Complete designs for tree pits Plant pilot sites
4.3 Continue to support the active inclusion of people through the delivery of Age Friendly Programmes in partnership with the National Shared Services Centre	To lead and support the Kildare Age Friendly County Programme (and act as regional lead for South East region) which is being developed and overseen by the Kildare Age Friendly Alliance supported by Age Friendly Ireland	To continue to monitor and support the implementation of the Kildare Age Friendly County Strategy 2019-2021 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 Annual report published identifying progress in key objectives from the Kildare strategy Support given to national shared service centre and SE counties as agreed with Age Friendly Ireland	Work programmes implemented. Annual report published and distributed. 2 Alliance meetings to be held.