

Annual Service Delivery Plan 2022



Kildare County Council

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INTRODUCTION

Kildare County Council's Annual Service Delivery Plan 2022 underpins the objectives set out in the Council's Corporate Plan and outlines the objectives for service delivery, with measurable performance standards and targets, which Kildare County Council will set out to achieve in the year ahead.

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

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

KILDARE COUNTY COUNCIL PRIORITIES

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

Strategic Objectives 2019 - 2024

Strategic Objectives

- 1. Leading a Climate resilient Kildare**
"Building climate change resilience, action and sustainability into service and infrastructure, while protecting and promoting our natural and built environment for the well-being of present and future generations."
- 2. 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."
- 3. Supporting delivery of housing and associated community development**
"To work with all partners to strive to meet Kildare's housing needs, working to reduce homelessness and providing support for developing communities."
- 4. Building communities through empowerment and inclusion**
"To empower all citizens to participate in safe and inclusive communities and access services and supports that make a positive difference in their lives."
- 5. Delivering enabling infrastructure for a connected County**
"Continue to plan, deliver and maintain key infrastructure in our County that sustains mobility and access and positions Kildare to achieve sustainable growth."
- 6. Supporting the Democratic Mandate, Performance and Communications**
"To assist local democracy while improving service delivery, engagement and communications by maximising the effectiveness of our people, budgets, operations and ICT resources."

These Strategic Objectives, as set out in the Corporate Plan, provide the framework for service delivery for that period. The Annual Service Delivery Plan 2022 sets out how these objectives and strategies will be progressed during the year ahead.

KILDARE COUNTY COUNCIL RESOURCES

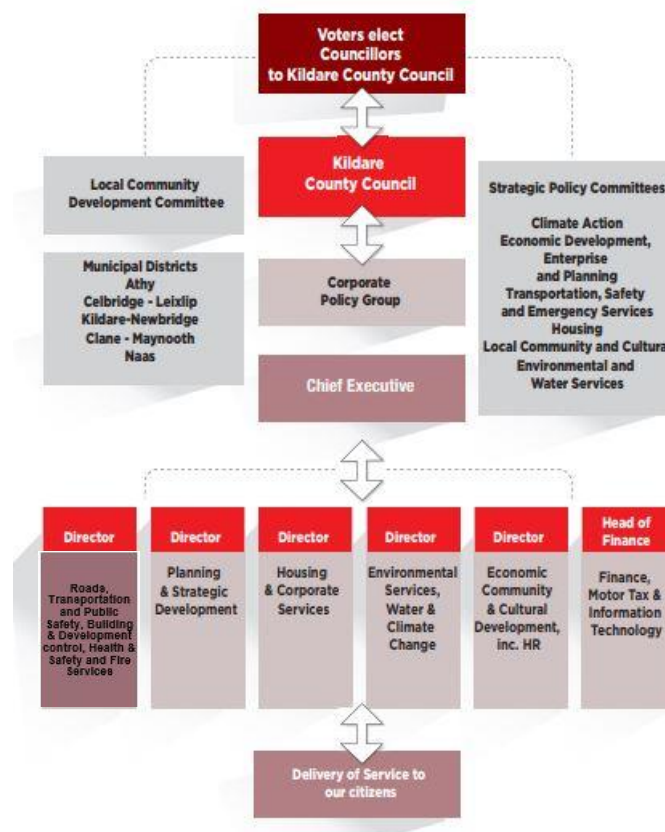
The Annual Service Delivery Plan 2022 has been prepared consistent with Budget 2022 as adopted by the members.

The funding allocated to the service divisions in 2022 are as follows:

Service Division	Revenue Expenditure Approved Y2022
Housing and Building	€52,299,910
Road Transport & Safety	€37,692,331
Water Services	€10,280,530
Development Management	€22,080,514
Environmental Services	€21,868,564
Recreation and Amenity	€11,915,813
Agriculture, Education, Health & Welfare	€1,080,555
Miscellaneous Services	€19,381,607
Total Budget	€176,599,823

ORGANISATIONAL STRUCTURE

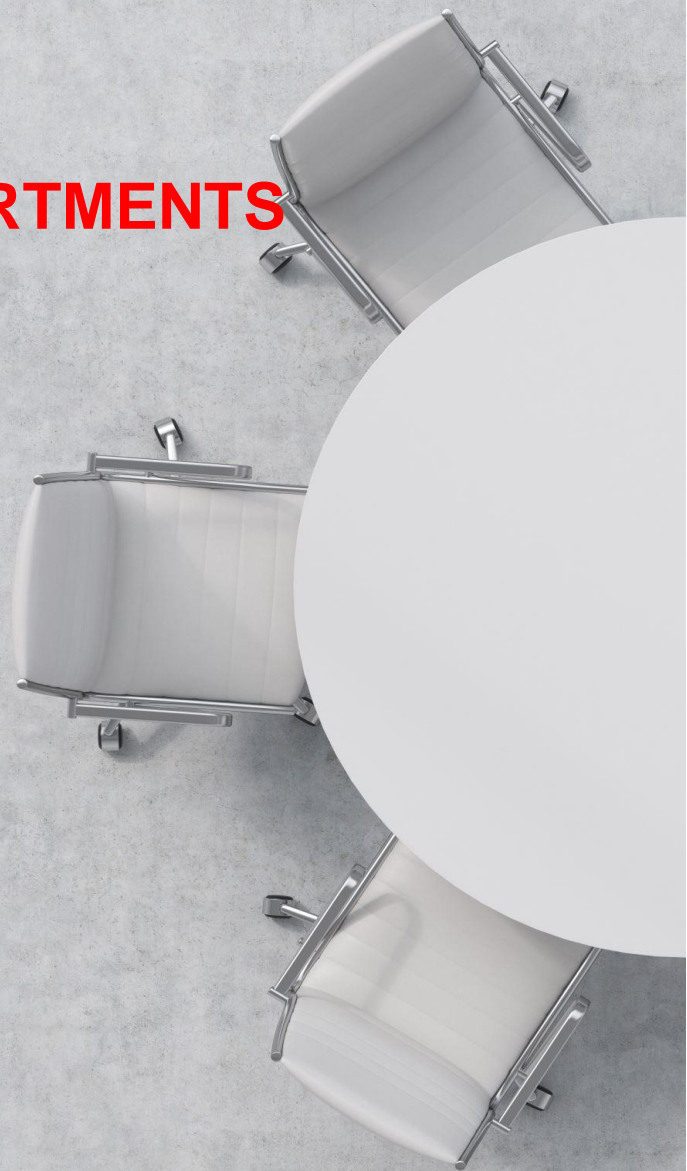
Kildare County Council's services are delivered via a series of functional departments, which are structured as follows:

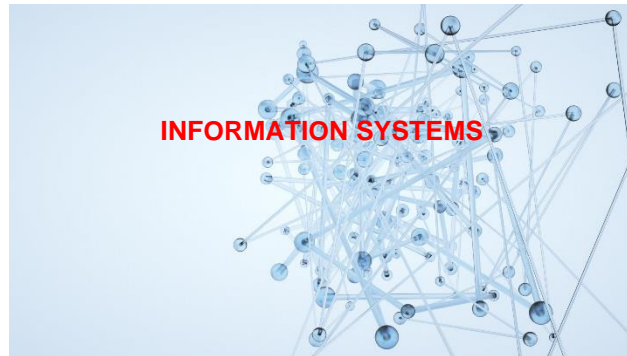


The following staff resources were in place on 31 December 2021:

<i>Managerial</i>	7
<i>Clerical/Administrative</i>	474
<i>Professional/Technical</i>	214
<i>Outdoor</i>	303
<i>Firefighters</i>	61
<i>Total Staff</i>	1059

SERVICE DEPARTMENTS





The primary focus for the Information Systems department in 2022 will be to:

- Continue to focus on the protection of council information assets against a cyber security incident
- Support remote working requirements: I.T have enabled over 650 staff to work remotely through the provision of VPN and other remote working options such as TEAMS. Throughout 2022 we will deploy further IT solutions and enhancements to meet IT security requirements
- Assist 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
- Working with the new process innovation role, IT hope to be a key enabler for process innovation across the organisation and working with the LGMA to upgrade existing systems to support efficient processes
- Continue to provide excellent levels of technical support to staff and elected members, be responsive to organisational needs and strive for maximum up-time on all hardware and software in use by the council
- Build more citizen focused solutions which will provide improved services to the public

2022 Service Delivery Plan

The table below sets out the services that will be delivered by the Information Systems department in 2022:

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021 unless otherwise stated)
6.4	Support the functions of Kildare County Council through innovative ICT solutions	Cyber Security - Implement systems and technologies to protect council assets and organise ongoing training programmes for staff awareness to the dangers of cybercrime	Continue to run staff IT security training and mock phishing exercises for all staff	Aim for 95% attendance at training and reduce click rate on mock phishing
6.4	Support the functions of Kildare County Council through innovative ICT solutions	Cyber Security - Implement systems and technologies to protect council assets and organise ongoing training programmes for staff awareness to the dangers of cybercrime	Change IT password policy	Applied to all staff
6.4	Support the functions of Kildare County Council through innovative ICT solutions	Cyber Security - Implement systems and technologies to protect council assets and organise ongoing training programmes for staff awareness to the dangers of cybercrime	Use a third party to perform a third IT security risk assessment	Complete by Q3 2022
6.4	Support the functions of Kildare County Council through innovative ICT solutions	Cyber Security - Implement systems and technologies to protect council assets and organise ongoing training	Re-enforce the organisation's IT security procedures	Continue to add layers to IT security defences

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021 unless otherwise stated)
		programmes for staff awareness to the dangers of cybercrime		
6.4	Support the functions of Kildare County Council through innovative ICT solutions	Services to the public - enhance the public facing website for public interaction with the council to include updates to, new citizen and members portal and GIS	Continue to enhance the council website through enhancing security posture and improve accessibility rating	Support the Irish Language Scheme Host new citizen and member portals Re-platform the web site in the Cloud to a more secure environment Increase accessibility score from 45% to 65% (Silktide rating)
6.4	Support the functions of Kildare County Council through innovative ICT solutions	Services to the public - enhance the public facing website for public interaction with the council to include updates to, new citizen and members portal and GIS	Open Data	To adhere to new 'Open Data' legislation, IT will conduct an audit to identify all databases and datasets in the council which could be made available as open data to be published to data.gov.ie Create a new open data sub-committee which reviews open data available and manage the release to data.gov.ie
6.4	Support the functions of Kildare County Council	Services to the public - enhance the public facing website for public interaction	Develop new communications channels for public engagement	Deployment of new MyCOCO portal for citizen services – Q2 2022

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021 unless otherwise stated)
	through innovative ICT solutions	with the council to include updates to, new citizen and members portal and GIS		Further deployment of SUBMIT.com online application solutions
6.4	Support the functions of Kildare County Council through innovative ICT solutions	Technical support - continue to deliver effective technical support to elected members and to staff in a cost effective and efficient manner	Upgrade last remaining nine 2008 servers for three existing applications	100% removal of Windows Server 2008
6.4	Support the functions of Kildare County Council through innovative ICT solutions	Technical support - continue to deliver effective technical support to elected members and to staff in a cost effective and efficient manner	Roll out of new services to members & members services	New members portal – Q2 2022 New meetings management solution (Backoffice Q2 2022)
6.4	Support the functions of Kildare County Council through innovative ICT solutions	Support the functions of Kildare County Council through innovative ICT solutions	Issue tender for full integrated solution for the existing chamber including, AV, integrated voting, streaming and hybrid meetings	Issue tender Q2 2022 Select vendor Q3 2022 Start implementation Q3/Q4 2022
6.4	Support the functions of Kildare County Council through innovative ICT solutions	Deliver internal efficiencies - continue to work closely with service delivery sections to improve information and transaction workflow	Continue to use Business Process Improvement	Work closely with the new systems innovation role to support more streamlined processes e.g., Robotic Process Automation
6.4	Support the functions of Kildare County Council	Deliver internal efficiencies - continue to work closely with service delivery sections to	Using the Microsoft o365 products to enhance data	Further extend Dynamics CRM functionality. Start migrating on-prem data to

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021 unless otherwise stated)
	through innovative ICT solutions	improve information and transaction workflow	collection and information delivery	SharePoint (LA Docs), implement new meetings management tool using SharePoint (Meeting Point), new Intranet using SharePoint, roll out executive dashboard using Power BI, Develop Apps using Power Apps and internal forms using MS forms.
6.4	Support the functions of Kildare County Council through innovative ICT solutions	Deliver internal efficiencies - continue to work closely with service delivery sections to improve information and transaction workflow	Development of an enterprise reporting strategy	Use Microsoft Power BI for the development of all new enterprise reporting requirements working closely with CDU (LGMA)
6.4	Support the functions of Kildare County Council through innovative ICT solutions	Deliver internal efficiencies - continue to work closely with service delivery sections to improve information and transaction workflow	Procurement and implementation of a new planning administration system	Support the planning department in the procurement and implementation of a new planning administration system which will have full integration into the new LGMA ePlanning solution
6.4	Support the functions of Kildare County Council through innovative ICT solutions	Deliver internal efficiencies - continue to work closely with service delivery sections to improve information and transaction workflow	Upgrade existing applications	iReg upgrade Q1 2022 Agresso upgrade MS4 to MS7 Q2 2022 Ongoing upgrades to iHouse & iPlan

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021 unless otherwise stated)
6.4	Support the functions of Kildare County Council through innovative ICT solutions	Continue to support remote working	Continue to deploy solutions that support remote working	<p>Continued deployment and management of laptops to enable staff to work remotely</p> <p>Further development of online forms using SUBMIT.com eg. HR, Heritage</p> <p>Extend the use of all o365 Products, Dynamics, SharePoint, Power BI, Power Apps, MS Forms</p> <p>Support the deployment of a new staff app</p> <p>Build voting functionality through TEAMS for council meetings</p> <p>Investigate using TEAMS for backup phone system</p> <p>Build in extra layers of IT Security to support remote workers e.g., Umbrella, PAM</p>
6.4	Support the functions of Kildare County Council through innovative ICT solutions	Data Management - deliver resilient systems that will assist the organisation to store, manage and process data in a compliant and effective manner	Deployment of a new resilient SAN solution	Full deployment of new immutable backup solution (backup of the backup) solution to enhance recovery options from potential cyber-attack

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021 unless otherwise stated)
6.4	Support the functions of Kildare County Council through innovative ICT solutions	Data Management - deliver resilient systems that will assist the organisation to store, manage and process data in a compliant and effective manner	Data Governance	Continue to support better data governance around areas such as Open data, personal data, data security, data classification
6.4	Support the functions of Kildare County Council through innovative ICT solutions	Data Management - deliver resilient systems that will assist the organisation to store, manage and process data in a compliant and effective manner	Data hosting	Start migration of on-premises data from file shares & iDocs to SharePoint (LA Docs) – this project will take several years to complete



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 2022.

The Library and Arts Service will continue to deliver a high-quality range of learning, literacy, reader development, cultural, arts and heritage programming through the county programming team, while also delivering on relevant elements of the Decade of Commemorations programme and Kildare’s Creative Ireland Strategy. Key priorities for 2022 will include the completion and official opening of Naas Library and Cultural Centre, the introduction of a new Library Management System *Spydus* and the promotion of the library as a community asset supporting social and cultural inclusion and the provision of free community space for cultural and arts events as COVID-19 restrictions ease.

Priority areas for the Arts Service in 2022 are the consultation towards the publication of a new arts strategy 2023-2028, to support artists through professional development and mentoring opportunities, support the Music Generation roll out countywide, review Kildare’s Municipal Art Purchasing and Donations policy and support artists and communities through Arts, Health and Wellbeing programming as we emerge from the Covid-19 pandemic.

2022 Service Delivery Plan

The table below sets out the services that will be delivered by the Library & Arts Service in 2022:

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021) unless otherwise stated)
4.6	To deliver a library service which meets the information, learning, recreational and cultural needs of the community	Support the implementation of Arts, Heritage and Library Strategies	Average weekly opening hours	481 hrs library service per week across 15 service points
4.6	To deliver a library service which meets the information, learning, recreational and cultural needs of the community	Implement 'Recover, Refocus, Re-energise' Kildare Library Service Interim Development Plan 2020-2022	Active Membership	15,698
4.6	To deliver a library service which meets the information, learning, recreational and cultural needs of the community	Implement National Public Library Policy	No. of issues per head of population	1.04
4.6	To deliver a library service which meets the information, learning, recreational and cultural needs of the community	Implement National Public Library Policy	No. visits to libraries per head of population	118,335 (total footfall) ÷ 222,504 (population) = 0.531
4.6	To deliver a library service which meets the information, learning, recreational and cultural needs of the community	Tender for design led team to progress Kildare County Library and archive facility as part of urban grant application process	Project status	Metropolitan workshop appointed Design Team Lead September 2021 Part 8 planning to be completed in 2022

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021) unless otherwise stated)
				URDF application for category 1 funding Tender for construction to be completed in 2022
4.6	To deliver a library service which meets the information, learning, recreational and cultural needs of the community	Progress Naas Library and Cultural Centre capital project to completion	Project status	Expected opening date Autumn 2022
4.6	To deliver a library service which meets the information, learning, recreational and cultural needs of the community	Progress Clane Library capital project to design, Part 8 planning and construction phase	Project status	Deaton Lysaght Design Team Lead appointed, progressing towards Part 8 and construction tender in 2022
4.6	To deliver a library service which meets the information, learning, recreational and cultural needs of the community	Respond to outcomes of national LMS tender	Project status	<i>Spydus</i> implementation and training plan underway. To be completed by April 2022
4.6	To deliver a library service which meets the information, learning, recreational and cultural needs of the community	Implement 'My Open Library' service in Athy and in new capital projects	Project status	To be implemented in 2022 within project timeline
4.6	To deliver a library service which meets the information, learning, recreational and cultural needs of the community	Continue development and extension of online/24-hour services and technological innovations	No. of Wifi and public access PC sessions	PC use: 1,884 Wifi use: 8,452 Total: 10,336
4.6	To deliver a library service which meets the information, learning, recreational and	Continue development and extension of online/24-hour	No. of uses of online services	308,775

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021) unless otherwise stated)
	cultural needs of the community	services and technological innovations		
4.6	To deliver a library service which meets the information, learning, recreational and cultural needs of the community	Deliver ongoing programme of development for library staff established within the PMDS framework	No. of training courses completed by library & arts staff	All library staff attended a minimum of 2 training sessions
4.6	To deliver a library service which meets the information, learning, recreational and cultural needs of the community	Implement a Community Digital Training Awareness Programme	No. of events No. of participants	6 eServices web shows 162 participants
4.6	To deliver a library service which meets the information, learning, recreational and cultural needs of the community	Implement the Kildare Collections Development Policy and continue to invest in quality leisure reading and educational support collections	Aligned to book budget	Book budget spent by end of Q4
4.6	To deliver a library service which meets the information, learning, recreational and cultural needs of the community	Deliver educational awareness programming on Climate and Energy Conservation	No. of events	22 events in 2021
4.6	To deliver a library service which meets the information, learning, recreational and cultural needs of the community	Deliver targeted programmes including 'Toys, Technology and Training', Parenting etc	No. of events No. of participants	TTT No. of events: 58 TTT No. of participants: 1458 Parenting No. of events: 48 No. of participants: 958 Kildare Libraries Age Friendly Programme No. of events: 16 No. of participants: 109

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021) unless otherwise stated)
				Digital Ambassadors Programme No. of trainings given: 93 Creativity in Older Age 2021 (Making Mac Project) Library & Arts: 420
4.6	To deliver a library service which meets the information, learning, recreational and cultural needs of the community	Deliver national Right to Read initiative including Summer Stars, Readers Festival etc	No. of events No. of participants	No. of events: 250 No. of participants: 6,828
4.6	To deliver a library service which meets the information, learning, recreational and cultural needs of the community	Deliver the national Work Matters, Healthy Ireland and the Keep Well initiatives	No. of events No. of participants	Work Matters No. of events: 2 No. Participants: 128 Healthy Ireland at your Library No. of Events: 14 No. of participants: 1,740
4.6	To deliver a library service which meets the information, learning, recreational and cultural needs of the community	Kildare Local Studies, Genealogy and Archives service will build on collections of local studies and family history and increase access to the collection through a digitisation programme	No. of visits in person and to website No. of items digitised	Archives Queries from May-December: 29 Genealogy Queries from January-December: 276 Total Local Studies Queries: 750 Items digitised: All the following have been made available on the

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021) unless otherwise stated)
				<p>Kildare Library Service website:</p> <p>KCC Minute Books 1899-1939.</p> <p>Remembrance. World War I Dead of Co. Kildare.</p> <p>World War I Dead of Co. Kildare Updated List November 2021</p> <p>Kildare Women in World War I</p> <p>A Timeline of the War of Independence in Co. Kildare 1919-1922</p> <p>The Stacumney Ambush</p> <p>Poems by Thomas Behan</p> <p>County Kildare Surnames</p> <p>Genealogical Sources</p> <p>Useful Websites</p> <p>Researching Military and Police ancestors</p> <p>A Year in the Making 1916-2016</p>

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021) unless otherwise stated)
				<p>Bliain a chur le cheile 1916-2016</p> <p>1916 Centenary Programme</p> <p>A Forgotten Hero - John Devoy</p> <p>Recordings of Local History Group members reading poems of Thomas Behan available via YouTube</p>
4.6	To deliver a library service which meets the information, learning, recreational and cultural needs of the community	Continue to work with communities to provide a high-quality range of cultural, heritage and arts programming across the county via the County Programming Committee	<p>No. of events including outreach</p> <p>No. of participants</p>	<p>Events: 1,903</p> <p>Participants: 28,996</p>
4.6	To deliver a library service which meets the information, learning, recreational and cultural needs of the community	Deliver on Decade of Commemoration Programme – 1921/2021	<p>No. of events</p> <p>No. of participants</p>	<p>Stakeholder meetings: 5</p> <p>Federation of Local History groups: 4</p> <p>Online presentations by Local Studies, Genealogy & Archives Staff to schools and groups: 9</p> <p>Attendance: 195</p>

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021) unless otherwise stated)
				<p>Events (in-person or online) organised by Local Studies, Genealogy & Archives for Decade of Commemorations Programme: 10 Attendance: 330</p> <p>Other pre-recorded videos broadcast on YouTube Channel: 12</p> <p>Views on YouTube Channel: 4,983</p> <p>2 History Ireland Hedge School Podcasts: 3,140 downloads</p>
4.6	To deliver a library service which meets the information, learning, recreational and cultural needs of the community	Support the Government's Creative Ireland Cultural Strategy	No. of bursaries granted Previous 5-year strategy reviewed, and Culture and Creative Strategy 2023-2028 approved by SPC	Continue to implement the 5-year strategy through bursary award and project delivery 17 creative bursary awards 48 events 15,883 engagements

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021) unless otherwise stated)
				25 creatives engaged with online digital upskilling course Additional funding of €26,180 secured for Creativity in Older Age project
4.6	To deliver a library service which meets the information, learning, recreational and cultural needs of the community	Deliver Creative Ireland's Cruinniú na nÓg Programme of creativity for young people	No. of events No. of participants	10 events 3,869 online engagements
4.6	To further develop an Arts Service for Kildare County Council which supports a vibrant arts infrastructure that reaffirms the intrinsic value of the arts, enables public engagement and nurtures the artist	Develop, implement, and review an arts strategy for Kildare County Council	Review the Arts strategy for Kildare County Council 2018-2022 and lead the development of an Arts Strategy 2023-2028	Arts strategy delivered
4.6	To further develop an Arts Service for Kildare County Council which supports a vibrant arts infrastructure that reaffirms the intrinsic value of the arts, enables public engagement and nurtures the artist	Priority areas for the Arts Service include Children and Young Peoples programme, to include: - support for Music Generation	Review the Arts strategy for Kildare County Council 2018-2022 and lead the development of an Arts Strategy 2023-2028	Secured €130,000 LPT allocation towards Music Generation Kildare across 5 MDs. In 2020/21 Kildare Music Generation engaged with 887 children in primary schools, 24 Post-Primary Schools, 75 children/youth in

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021) unless otherwise stated)
				non-school programmes and 47 in one- off programming
4.6	To further develop an Arts Service for Kildare County Council which supports a vibrant arts infrastructure that reaffirms the intrinsic value of the arts, enables public engagement and nurtures the artist	Priority areas for the Arts Service include Children and Young Peoples programme, to include: <ul style="list-style-type: none"> - support for young filmmakers in Kildare 	Review the Arts strategy for Kildare County Council 2018-2022 and lead the development of an Arts Strategy 2023-2028	Continued engagement of 2 Artistic Directors to oversee Young Filmmakers groups in the county (Leixlip and Ballitore) Continuation of weekly sessions provided online or in person. GBYF joined Young Irish Film Makers national youth film network
4.6	To further develop an Arts Service for Kildare County Council which supports a vibrant arts infrastructure that reaffirms the intrinsic value of the arts, enables public engagement, and nurtures the artist	Priority areas for the Arts Service include Children and Young Peoples programme, to include: <ul style="list-style-type: none"> - Youth Theatre 	Review the Arts strategy for Kildare County Council 2018-2022 and lead the development of an Arts Strategy 2023-2028	Signed off a Framework Agreement with 2 regularly funded youth theatres. Funding provided to 4 youth theatres in the county via regularly funded grants, arts act grants, project grants and Cruinniú na nÓg.
4.6	To further develop an Arts Service for Kildare County Council which supports a vibrant arts infrastructure that reaffirms the intrinsic value of the arts, enables	Priority areas for the Arts Service include Children and Young Peoples programme, to include:	Review the Arts strategy for Kildare County Council 2018-2022 and lead the development of an Arts Strategy 2023-2028	Continuation of the partnership with Maynooth University and the National Youth Council of Ireland to deliver the Youth Arts in Residence programme

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021) unless otherwise stated)
	public engagement, and nurtures the artist	- Arts in Education programmes		1 artist engaged with primary school's Artist in Residence programme 3 artists recipients of the Artist in Education Bursary Award with schools in the county
4.6	To further develop an Arts Service for Kildare County Council which supports a vibrant arts infrastructure that reaffirms the intrinsic value of the arts, enables public engagement, and nurtures the artist	Implement Creative Places Athy programme	Launch and deliver Creative Places Athy programme	Secured €450,00 from the Arts Council for the Creative Places Athy programme 2021-2024 Creative Places coordinator in place
4.6	To further develop an Arts Service for Kildare County Council which supports a vibrant arts infrastructure that reaffirms the intrinsic value of the arts, enables public engagement, and nurtures the artist	Review Kildare County Council's Municipal Art Collection Purchasing and Donations Policy	Policy approved by SPC February 2022	Policy review set for 2022 To be completed in 2022
4.6	To further develop an Arts Service for Kildare County Council which supports a vibrant arts infrastructure that reaffirms the intrinsic value of the arts, enables	Support older people and those cocooning during COVID through Arts, Health and Wellbeing programming	Continued support for choral projects	Continued online engagement by 2 Musical Directors with community choirs in Naas and Celbridge, with 80 members.

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021) unless otherwise stated)
	public engagement, and nurtures the artist			
4.6	To further develop an Arts Service for Kildare County Council which supports a vibrant arts infrastructure that reaffirms the intrinsic value of the arts, enables public engagement, and nurtures the artist	Deliver the annual Culture Night programme	No. of events No. of participants	In 2021, 66 events (8 online/ 52 in person/ 3 hybrid) took place in 55 venues around the county. The number of locations in the county: Towns: 9 Villages: 9 Rural: 2 Total audiences: 6,443 online: 1,982 offline: 4,460 46 artists/ creative practitioners were engaged in the delivery of the programme
4.6	To further develop an Arts Service for Kildare County Council which supports a vibrant arts infrastructure that reaffirms the intrinsic value of the arts, enables public engagement, and nurtures the artist	Progress the Public Art programme for Kildare	Further development of artwork to be delivered in 2022	Squires Gannon sculpture and Kerdiffstown Park artwork delivered

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021) unless otherwise stated)
4.6	To further develop an Arts Service for Kildare County Council which supports a vibrant arts infrastructure that reaffirms the intrinsic value of the arts, enables public engagement, and nurtures the artist	Continue to promote Kildare as a 'film friendly' county	Short Grass film commissions and bursary awards delivered	1 x Short Grass Film Commission awarded, with further funding secured for a second commission via Dormant Funds 3 x Short Grass Film Bursary Awards granted Coordinated requests and queries by national and international production companies for filming in the county
4.6	To further develop an Arts Service for Kildare County Council which supports a vibrant arts infrastructure that reaffirms the intrinsic value of the arts, enables public engagement, and nurtures the artist	Continue to promote Kildare as a 'film friendly' county	Arts Officer participation in the national Film Officer Forum	Attending bi-monthly film forum meetings Arts Officer completing Association of Film Commissioners International training
4.6	To further develop an Arts Service for Kildare County Council which supports a vibrant arts infrastructure that reaffirms the intrinsic value of the arts, enables public engagement, and nurtures the artist	Support artists, arts collectives and community groups to engage in quality arts experiences	Administer annual arts grants schemes	Granted 53 applicants arts grants valued at €71,550, with 31 applicants awarded arts act grants valued at €38,750

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021) unless otherwise stated)
4.6	To further develop an Arts Service for Kildare County Council which supports a vibrant arts infrastructure that reaffirms the intrinsic value of the arts, enables public engagement, and nurtures the artist	Support artists, arts collectives and community groups to engage in quality arts experiences	Continue to avail of local and national collaborations and funding opportunities	1 artist engaged with resource centre via Youth Arts Bursary Award For Naas Poetry Town, Sept 2021, 12 events took place, with 25 artists commissioned 3,818 attended live events 13,787 online and engaged through pocket poems
4.6	To further develop an Arts Service for Kildare County Council which supports a vibrant arts infrastructure that reaffirms the intrinsic value of the arts, enables public engagement, and nurtures the artist	Support artists, arts collectives and community groups to engage in quality arts experiences	Delivery of local live performance programming scheme phase III	Delivery of Phase I & II Local Live Performance Programming Scheme, securing €326,000 in 2021 Phases I & II secured employment for 144 artists/performers, crew, production and creative teams, across the equivalent of 552 days or employment
4.6	To further develop an Arts Service for Kildare County Council which supports a vibrant arts infrastructure that reaffirms the intrinsic	Continue to develop relationships and programmes with Maynooth University, through	Programmes delivered	2 Writers in Residence completed residency in the academic year 2020/21

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021) unless otherwise stated)
	value of the arts, enables public engagement, and nurtures the artist	residencies and programmes		2 Writers in Residence appointed for the academic year 2021/22
4.6	To further develop an Arts Service for Kildare County Council which supports a vibrant arts infrastructure that reaffirms the intrinsic value of the arts, enables public engagement, and nurtures the artist	Support artists through professional development and training opportunities	No. of events No. of participants	Visual Artists Ireland 2 writers supported through Words Ireland Mentoring scheme 6 creative professionals engaged in executive coaching and research & thinking opportunities 1 dancer engaged with dance artist in residence programme (working with 4 creative collaborators)
4.10	To deliver a library service which meets the information, learning, recreational and cultural needs of the community	Promote and facilitate Irish language engagement opportunities	No. of events No. of participants	No. of events: 73 No. of participants: 1508



The Housing Department aims to provide social housing supports to persons who are unable to meet their housing needs from their own resources and to deliver affordable housing to persons who exceed the income limits for social housing. The Housing Department will strive to achieve delivery targets laid down in the *Housing for All* plan and provide assistance to households through the Local Authority Home Loan Scheme and grants to private households. The Housing Department will provide a high-quality maintenance service and implement the Energy Retrofit Programme.

2022 Service Delivery Plan

The table below sets out the services that will be delivered by the Housing department in 2022:

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021) unless otherwise stated)
3.1	To increase and maintain housing provision in Co Kildare in line with the national objectives of Housing for All plan	Deliver the social and affordable housing programme as laid down in the <i>Housing for All</i> plan	To advance Kildare County Council's Capital Programme	2,697: units delivered 2,426: target
3.1	To increase and maintain housing provision in Co Kildare in line with the national objectives of Housing for All plan	Deliver the social and affordable housing programme as laid down in the <i>Housing for All</i> plan	Delivery of units through SHIP, ie build, turn key acquisition, PPP Schemes and Part V. The ability to delivery units through direct build will be subject to availability of land To prioritise the option of delivery of 10%/20% of housing units on-site or off-site through Part V where suitable and explore affordable opportunities	Leasing target achieved 98 Part V properties provided under this requirement
3.1	To increase and maintain housing provision in Co Kildare in line with the national objectives of Housing for All plan	Deliver the social and affordable housing programme as laid down in the <i>Housing for All</i> plan	To assess opportunities for delivery of housing through Joint Venture (JV) and turnkey projects and to progress, where possible,	27 turnkey properties acquired 46 properties acquired directly.

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021) unless otherwise stated)
			delivery of affordable housing units having regard to Affordable Housing Regulations and Guidelines due to be published	€550,000 serviced site fund approval secured, and JV opportunities continued to be considered in addition to mixed tenure PPP
3.1	To increase and maintain housing provision in Co Kildare in line with the national objectives of Housing for All plan	Deliver the social and affordable housing programme as laid down in the <i>Housing for All</i> plan	Review tendering options in terms of maximizing tender returns i.e. amalgamating different sites into one tender package	Single Stage approval process available for use where appropriate
3.4	Renewal, refurbishment and maintenance of housing stock	To facilitate and support the co-ordination of the response and planned maintenance programmes with other areas of housing in order to provide a comprehensive and efficient service	Implement a planned maintenance programme	156 upgrades completed 90 vacant units 66 new house purchases refurbished
3.4	Renewal, refurbishment and maintenance of housing stock	To facilitate and support the co-ordination of the response and planned maintenance programmes with other areas of housing in order to provide a comprehensive and efficient service	Provide a response maintenance service	6,623 repairs to housing stock completed
3.4	Renewal, refurbishment and maintenance of housing stock	To facilitate and support the co-ordination of the response and planned maintenance programmes with other areas of housing	Continue to refurbish vacant/derelict units subject to the availability of departmental funding.	87 Self Help applications approved

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021) unless otherwise stated)
		in order to provide a comprehensive and efficient service		
3.4	Renewal, refurbishment and maintenance of housing stock	To facilitate and support the co-ordination of the response and planned maintenance programmes with other areas of housing in order to provide a comprehensive and efficient service	Implement the Climate Action Programme	Midlands Energy Retrofit Programme/Energy Retrofit Programme: 40 units completed 73 units in progress
3.1	Delivery of social housing current expenditure programme	To ensure schemes delivered under the SHCEP [i.e. HAP/RAS/ Leasing/Enhanced Leasing/Mortgage to Rent and Repair and Leasing Scheme] are administered in accordance with regulations and guidelines	No specific targets in relation to HAP and RAS	2,320 active HAP tenancies in 2021 447 new HAP tenancies created 285 RAS properties in use
3.1	Delivery of social housing current expenditure programme	To support approved housing bodies to deliver units in accordance with targets set under the Housing for All plan.	AHB CALF delivery targets are incorporated into the overall Rebuilding Ireland delivery target	318 units delivered by Approved Housing Bodies availing of the Capital Advance and Leasing Facility 44 units delivered via the Mortgage to Rent Process
3.1	Inspect private rented properties to ensure that	To support the HAP scheme to provide rental	3,467 private rented properties to be inspected	609 private rented inspections in 2021

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021) unless otherwise stated)
	they comply with minimum rental standards	accommodation in accordance with minimum rental standards		
3.7	Facilitate customers in accessing social housing, and other supports, where they have demonstrated compliance with the necessary criteria	Process housing applications within 12 weeks as required by regulation	Housing applications processed within 12 weeks	646 new applications processed within the statutory 12-week timeframe 81 housing application updates completed 79 transfer requests completed
3.7	Facilitate customers in accessing social housing, and other supports, where they have demonstrated compliance with the necessary criteria	Undertake a housing needs assessment in 2022, in accordance with departmental guidelines	Summary of social housing needs assessment to be completed	Social housing needs assessment completed 2,952 households assessed as having a need
3.3	Provide homelessness services to those who find themselves homeless or at risk of being homeless	Continue to work to reduce the numbers of people who need to be placed in emergency accommodation, by increasing availability of housing stock Working closely with approved housing bodies and advocacy groups to reduce the numbers who	Mid-East Region Homelessness Action Plan 2021-2023	Reduction in no. of families/individuals in emergency accommodation

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021) unless otherwise stated)
		find themselves homeless or at risk of being homeless, to support the Homeless HAP and the Homeless HAP Placefinder service		
3.3	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</p> <p>Working closely with approved housing bodies and advocacy groups to reduce the numbers who find themselves homeless or at risk of being homeless, to support the Homeless HAP and the Homeless HAP Placefinder service</p>	<p>Housing First targets 31 to October 2022</p> <p>5 for the subsequent 12-month period</p>	<p>Increase from 25 to 40 bed hostel facilities in order to reduce rough sleeping and to deal with increased single presentations</p> <p>24 winter/cold weather beds available</p> <p>14 Housing First tenancies in place with further placements expected in the first Quarter. The target to October 2022 is 31</p> <p>4 Shared Housing tenancies in place in two local authority houses</p> <p>297 Homeless HAP tenancies currently in place</p>

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021) unless otherwise stated)
3.3	Provide homelessness services to those who find themselves homeless or at risk of being homeless	Implement the mid-east region Homelessness action plan and pursue innovative solutions as appropriate	Implementation of the mid-east region homelessness action plan	Mid-east region Homelessness action plan 2021 – 2023 completed Implementation and progress to be reviewed at the Regional Homeless Forum
3.6	Implementation of Anti-Social Behaviour Strategy as adopted by full Council February 2017	To continue to investigate complaints regarding anti-social behaviour and estate management through the Tenant Liaison Officer Service	Implementation of the anti-social behaviour strategy and development of an estate management policy	5 Tenant Liaison Officers in place Ongoing engagement between the TLO Service and Community Section Engagement by Social Work team
3.7	To continue to deliver the housing grants programme, subject to availability of departmental funding	In tandem with delivery of the private grants programme increase the number of DPGs undertaken on council owned stock, subject to availability of adequate funding from the Department of Housing, Local Government and Heritage	Expenditure of 2022 grant allocation	€4.25m in private and social housing grants approved 330 Adaptation grants approved 265 Housing Aid grants approved 16 Mobility Aid grants approved 36 Disabled Person Grants completed on KCC stock

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021) unless otherwise stated)
3.9	Continue to develop choice-based lettings as a mechanism for allocation of social housing	<p>Monitor the use of choice-based lettings as a mechanism for allocation of social housing, including AHB units</p> <p>Consider how best to further promote the use of CBL by social housing applicants</p>	Increase the number of units allocated by CBL	<p>129 properties were advertised in 2021</p> <p>95 Property allocations were completed</p>
3.2	Support members of the Travelling Community to access social housing support	<p>Monitor capacity and population at each halting site</p> <p>Provision of traveller-specific accommodation</p>	Implementation of the Traveller Accommodation Programme and review of same	<p>Decrease in the number of homeless traveller families (21 to 10)</p> <p>Increase in the number of council and AHB allocations</p> <p>Increase in the number of HAP tenancies secured.</p> <p>Quarterly meetings of LTACC</p>
3.5	To deliver commitments contained in the Strategic Plan for Housing Persons with Disabilities	To schedule meetings of the Disability Strategy Steering Group during 2022 in order to review commitments contained in the Strategic Plan for Housing Persons with Disabilities	Housing and Disability Strategy	<p>Quarterly meetings held</p> <p>Draft Housing and Disability Strategy 2022-2027 prepared</p>
3.5	To deliver commitments contained in the Strategic	Promote the delivery of accessible age friendly and lifetime adaptable housing in	Develop a right-sizing policy	To begin in 2022

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021) unless otherwise stated)
	Plan for Housing Persons with Disabilities	the context of the social housing delivery programme and develop a Right Sizing Policy, this item is included on the Housing SPC work programme		
3.4	To implement Kildare County Council's Vacant Homes Strategy	To assess vacant homes that have been identified to date and prioritise those that are considered suitable for social housing needs for acquisition or CPO CPO procedures to be commenced as appropriate in order to secure vacant homes for social housing	2022 allocation received subject to confirmation that permanent officer in place	3 CPOs progressed
3.7	To implement the Local Authority Loan Scheme, having regard to available funding	Provision of loans to approved lending amount	Expenditure of 2022 allocation	€11,069,863 in loans approved in 2021 49 loans approved in principle
6.7	To have regard to requirements of GDPR and ensure they are introduced across the department	Inventories and risk audits of personal data to be reviewed and any mitigation actions and controls be implemented for high-risk areas	Review of Risk assessments	No. of risk assessments reviewed



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 and members of the public, 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.

2022 Service Delivery Plan

The table below sets out the services that will be delivered by the Environmental and Water Services department in 2022:

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021) unless otherwise stated)
1.1	To protect and maintain the natural environment of Kildare and change management of amenity & recreation areas to mitigate and adapt to climate change and benefit biodiversity	Develop a Biodiversity plan for Silliot Hill Civic Amenity Site as part of the Kildare County Council Pollinator Plan with a programme of biodiversity schemes throughout the site	Plan in place	1
1.3	To progress implementation of actions of Kildare Climate Change Adaptation Strategy	Deliver on the Climate Action Charter for Local Authorities	Costs reduced	
1.3	To progress implementation of actions of Kildare Climate Change Adaptation Strategy	Deliver on targets in the Climate Change Action Plan	Staff training programme completed	
1.9	Provide for the maintenance of existing Civic Amenity sites to encourage the recycling and forward plan for new CAS as deemed necessary and funding available	Continue servicing of existing civic amenity and bring bank sites	No. of Civic amenity sites No. of bring bank sites	2 40
1.6	Oversee the provision of waste collection on a county-	Monitor compliance by licenced waste operators	No. of inspections	100

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021) unless otherwise stated)
	wide basis, both domestically and commercially, and take enforcement action where necessary			
1.6	Oversee the provision of waste collection on a county-wide basis, both domestically and commercially, and take enforcement action where necessary	Monitor compliance of building sites to ensure that construction and demolition waste is suitably managed	No. of inspections	50
1.6	Oversee the provision of waste collection on a county-wide basis, both domestically and commercially, and take enforcement action where necessary	Monitoring compliance with the Waste Presentation bylaws	No. of inspections No. of inspections of illegal dumping	50 1600
1.6	Deliver litter and waste enforcement services to ensure consistently high standards of cleanliness	Participate in the National Litter Pollution Monitoring System	No. of inspections completed	240
1.6	Deliver litter and waste enforcement services to ensure consistently high standards of cleanliness	Participate in the National Litter Pollution Monitoring System	No. of investigations regarding unauthorised waste collections	27
1.6	Ensure a high-quality environment through effective environmental enforcement activities – noise/air	Maintain and improve air quality monitoring in the County	No. of inspections under solid fuel regulations	20

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021) unless otherwise stated)
1.6	Ensure a high-quality environment through effective environmental enforcement activities – noise/air	Maintain and improve air quality monitoring in the County	No. of inspections under solvents regulations	5
1.6	Ensure a high-quality environment through effective environmental enforcement activities – noise/air	Maintain and improve air quality monitoring in the County	No. of inspections	11
1.8	Ensure a high-quality environment through effective environmental enforcement activities – river and ground water	River water inspections to ensure protection of surface waters in compliance with the Water Framework Directive	No. of inspections	824
1.8	Ensure a high-quality environment through effective environmental enforcement activities – river and ground water	Farm inspections regarding waste management and discharges	No. of inspections	54
1.8	Ensure a high-quality environment through effective environmental enforcement activities – river and ground water	Investigation of water pollution incidents	No. of inspections	154

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021) unless otherwise stated)
1.8	<u>Rural Water</u> Support Group Water Schemes and small private supplies through Govt grants and liaison with Irish Water	Level of spend under Rural Water multi annual programme		Allocation of €414,000 provided for life of Programme. A further 1 year has been allowed for projects which have commenced and will be completed before the end of 2022
1.9	Support and recognise environmental protection through community awareness, supports, incentives and facilities	Deliver environmental awareness programmes to communities and businesses and support Tidy Towns Groups	No. of participants in Tidy Towns Network	40
1.9	Support and recognise environmental protection through community awareness, supports, incentives and facilities	Deliver environmental awareness programmes to communities and businesses and support Tidy Towns Groups	No. of Tidy Towns Groups grant-aided	40
1.9	Support and recognise environmental protection through community awareness, supports, incentives and facilities	Deliver environmental awareness programmes to communities and businesses and support Tidy Towns Groups	No. of schools participating in environmental campaigns	105
1.9	Support and recognise environmental protection through community awareness, supports, incentives and facilities	Deliver environmental awareness programmes to communities and businesses and support Tidy Towns Groups	No. of participants in Green Kilometre Scheme	65
4.4	To support the development and enhancement of local sports, leisure, recreational and arts facilities	Progress Kerdiffstown park project in line with project plan	Ongoing	Ongoing
1.4		Progress the Morrell Flood Management Scheme,	No. of schemes delivered	2

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021) unless otherwise stated)
		Naas, Athy and Leixlip Flood Relief Schemes.		
1.4		Deliver studies and reviews to further inform future flood schemes and risk management	No. of studies delivered	1
1.4		Deliver minor work schemes to manage flooding outside the schemes listed in the OPW Flood Management Plans, where appropriate	No. of minor work schemes delivered	As appropriate
5.5	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



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

During 2022 the HR department will continue to promote staff training and development, good attendance, a safe and healthy work environment, and stable industrial relations. The main new area will be the introduction of blended working in accordance with Government policy. Communications with staff is also an important area and we will look to supplement the current channels used, i.e. email, Intranet, with a new Staff App which we plan to introduce early in 2022.

The high turnover of staff and a backlog of recruitment from the start of the pandemic will necessitate an increased level of recruitment campaigns during 2022 to ensure that all available posts are filled as required. Streamlining of the recruitment process will continue, which will include the use of an online platform for applications.

2022 Service Delivery Plan

The table below sets out the services that will be delivered by the Human Resources department in 2022:

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021) unless otherwise stated)
6.3	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 No. of panels established No. of leavers No. of joiners	No. of competitions run: 30 No. of panels established: 45 No. of leavers: 95 No. of joiners: 92
6.3	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 adopt and roll out blended working policy and procedures	Blended working policy and procedures in place Applications processed in accordance with the policy	Remote working 2021 – based on Dec 2021 figures: Av % of staff working remotely: 33.5%
6.3	Build organisational competence to effectively deliver on our current and future services through creating a culture of training excellence and continuous learning and development	Create a culture of continuous learning and development by implementing the Staff Training and Development Strategy 2022 which will include:	Implementation of Training & Development Strategy 2022 No. of training days per staff member No. of training courses/seminars delivered	Average no. of training days per staff member: 3.8 No. of training courses/seminars delivered: 327

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021) unless otherwise stated)
		Supporting professional staff to obtain and maintain accreditation Supporting management and leadership capacity in the organisation through mentoring and capacity building training		
6.3	Build organisational competence to effectively deliver on our current and future services through creating a culture of training excellence and continuous learning and development	Empower and enable our managers and supervisors by supporting and monitoring the operation of PMDS	PMDS implemented, i.e. team plans and PDPs completed and reviewed throughout the organisation	New system in place from 2022. Results will be available from 2023
6.3	Build organisational competence to effectively deliver on our current and future services through creating a culture of training excellence and continuous learning and development	Ensure management and staff are supported, particularly through the challenges of Covid, so that the organisation is best placed to meet current workloads, deadlines, change management and future challenges in a healthy and safe working environment	Promotion of the Employee Assistance Programme Ongoing supports as required	Ongoing
6.3	Build organisational competence to effectively deliver on our current and future services through creating a culture of training	Continue to promote positive employee relations and engagement and good industrial relations	Ongoing engagement and regular meetings with all trade unions and Lead Worker Representatives	Ongoing

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021) unless otherwise stated)
	excellence and continuous learning and development	Continue as required consultation and communication with the Lead Worker Representatives		



The statutory plan work programme of Kildare County Council includes the review and preparation of the County Development Plan (CDP) and mandatory Local Area Plans for 12 towns in County Kildare.

These services are delivered by a team comprising multidisciplinary personnel in 3 sub teams;

- County Development Plan inc. Conservation Office
- Local Area Plan inc. Heritage Office
- Planning Drawing Office

County Development Plan

On 11th January 2021, Kildare County Council gave notice of its intention to review the existing Kildare County Development Plan 2017-2023 and to prepare a new County Development Plan for the period 2023-2029. The review process takes up to two years and will conclude with the adoption of the Kildare County Development Plan 2023-2029 in 2023.

The Proposed Draft Kildare County Development Plan 2023-2029 was submitted to the Elected Members on the 17th of December 2021 and a Special Council Meeting to consider and make the Draft Plan has now been set for 24th February 2022 (with an additional date of 25th February should this be required).

Work is ongoing to prepare for the public consultation for the Draft Development Plan scheduled for mid-March 2022 (subject to the completion of mandatory environmental assessments).

The Forward Planning Team is preparing a Public Consultation Strategy to include the following;

- A Draft Kildare County Development Plan 2023-2029 'Virtual Consultation Room'
- Kildare County Development Plan podcast series
- A series of online webinars
- Recorded presentations & FAQs
- Social Media & Website Consultation Strategy
- Consultation Portal
- Targeted stakeholder consultation

Local Area Plans

Maynooth

Background work for the Maynooth LAP is currently underway with various assessments, including a Transport Strategy, being prepared to inform that Draft LAP.

Kildare Town

Background work for the Kildare Town LAP is currently underway with various environmental and infrastructural assessments being prepared to inform that Draft LAP.

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 two additional applications URDF submitted in 2021 (Naas Town Centre Masterplan and Maynooth Town Centre Masterplan), both of which were 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 2022 through MS Teams and in person as appropriate.

Applications for Strategic Housing Developments to An Bord Pleanála will be phased out during 2022 with legislation in respect of Large-scale Residential Developments commenced in December 2021.

It is intended to carry out a review of the Development Contribution Scheme with a view to adopting a revised scheme during the year.

Preparations are ongoing for the implementation of e-Planning with a pilot operating in a number of local authorities.

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 2022 the Heritage Officer will continue to implement actions arising from this Plan. During 2022 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.

2022 Service Delivery Plan

The table below sets out the services that will be delivered by the Planning and Strategic Development department in 2022:

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021) unless otherwise stated)
Planning				
5	To ensure effective, proper planning and sustainable, balanced development of urban and rural areas	To progress all statutory forward planning processes in line with statutory deadlines and the County Development Plan	Review of Kildare County Development Plan Review of Local Area Plans; Naas Athy Kildare Town Maynooth	Review of Kildare County Development Plan complete by 01/02/23 Naas & Athy LAPs completed in 2021 Background work underway on Kildare Town and Maynooth. Both to be progressed during 2022
5.6	To ensure effective, proper planning and sustainable, balanced development of urban and rural areas	To initiate a review of the Development Contribution Scheme during 2022	Review of Development Contribution Scheme 2015 – 2022	To commence review of the scheme in 2022
1.6	To ensure effective, proper planning and sustainable, balanced development of urban and rural areas	To ensure effective development management and development control activities to support the ongoing proper planning and sustainable development of the County	Process of Planning applications	No. of applications: 1,839 No. of decisions issued: 1,428
1.6	To ensure effective, proper planning and sustainable, balanced development of urban and rural areas	To ensure effective development management and development control activities to support the ongoing proper planning and	% of planning enforcement cases closed (against no. of cases that were investigated)	2020: 48.72%

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021) unless otherwise stated)
		sustainable development of the County		
1.6	To ensure effective, proper planning and sustainable, balanced development of urban and rural areas	To ensure effective development management and development control activities to support the ongoing proper planning and sustainable development of the County	% of applications where the decision was confirmed (with or without variation) by An Bord Pleanála	2020: 79%
1.6	To ensure effective, proper planning and sustainable, balanced development of urban and rural areas	To ensure effective development management and development control activities to support the ongoing proper planning and sustainable development of the County	Buildings inspected as a % of new buildings notified to the local authority	2020: 16.8%
1.6	To ensure effective, proper planning and sustainable, balanced development of urban and rural areas	To ensure effective development management and development control activities to support the ongoing proper planning and sustainable development of the County	Cost of the planning service per capita	2020: €34.09 per person
1.6	To ensure effective, proper planning and sustainable, balanced development of urban and rural areas	To ensure effective development management and development control activities to support the ongoing proper planning and sustainable development of the County	No. of pre-planning meetings	No. of commercial meetings: 109 No. of one-off housing meetings: 110
1.6	To ensure effective, proper planning and sustainable, balanced development of urban and rural areas	To ensure effective development management and development control activities to support the	No. of Section 5 (exempt development) declarations	No. of decisions issued: 61

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021) unless otherwise stated)
		ongoing proper planning and sustainable development of the County		
Strategic Projects & Public Realm				
2.5	To conduct a "health check"/ urban design analysis of settlements and develop an associated Town/ Village Renewal Plan in line with the County Development Plan and an agreed programme across Municipal Districts	To progress reviews of settlements (towns & villages) throughout the county during 2022	No. of settlements reviewed per year in line with agreed programme	No. to be completed in 2022: 10
2.5	To maximise public participation and collaboration in informing design and project proposals for each Town and Village	To progress extensive public consultations both online and in person during 2022 to maximise the relevance, quality, and impact of projects in addressing the needs of towns and villages	No. of public consultation events held per year and no. of associated submissions received	Online and in person consultations planned for 2022 in respect of 15 projects
2.5	To actively pursue funding opportunities for projects that revitalise the county's towns and villages	To submit funding applications for the delivery of the programme of approved projects under the Strategic Projects and Public Realm Programme	Total value of funding approvals annually	€5.5m URDF funding awarded in 2021
5.2	To deliver projects that revitalise the local economy and rural hinterlands of the county's towns and villages, including greenway and blueway projects To create an increased sense of place, where	To progress delivery of programme of approved funded projects under the Strategic Projects and Public Realm Programme	Funding spent per annum on completed projects Value of active projects on hand at year end	Reporting to continue in 2022

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021) unless otherwise stated)
	sustainable transport and modal shift is prioritised			



The Directorate continues to streamline and rationalise services, improving regulatory compliance and customer service in all areas. With responsibility for over 2,500 kilometres of roadway in County Kildare, the Directorate develops, maintains, and manages the county's road network for the benefit of pedestrians, cyclists and motorists alongside public service and commercial vehicles. Major capital infrastructure projects are managed and delivered with annual funding provided by Government Departments and related agencies, and direct funding from Kildare County Council.

The combined technical and administrative workforce ensures the safety of vehicles and vulnerable road users aided by an extensive traffic management system and a network of pedestrian crossings. Parking in the main towns in the county is regulated by local Bye Laws, with APCOA (private contractor) and Council traffic and community wardens providing enforcement.

Fire Service

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

Sustainable Transport

The Sustainable Transport Section will continue to deliver active travel and road safety measures and activities in 2022 supporting initiatives promoting walking, cycling and public transport usage including Bike Week, European Mobility Week and other related promotions.

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

Accessibility

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

Building and Development Control

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

2022 Service Delivery Plan

The table below sets out the services that will be delivered by the Roads, Transportation and Public Safety, Building & Development Control, Health & Safety and Fire Services Directorate in 2022:

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021) unless otherwise stated
Transportation & Public Safety				
1.2	Deliver the Annual Winter Maintenance Programme	To implement the Severe Weather Plan as required	No. of routes serviced	Winter salting routes: 10 – 678km
1.2	Deliver the Annual Winter Maintenance Programme	To implement the Severe Weather Plan as required	No. of winter salting events	77
1.2	Implement the Severe Weather Plan as required	To respond to major emergencies as required	No. of weather related alerts via Mapalserter	Weather event alerts: 2 Average of 1,300 subscribers per alert
1.2	Appropriate and timely response to major emergencies	To respond to major emergencies as required	Ensure effective planning and coordination to deliver an efficient response when emergencies arise 5 MEMC meetings per year 1 inter-agency meetings per year	MEMC meetings: 5 Inter-agency meetings: 0
1.3	Implement the National Public Lighting Upgrade project to improve energy efficiency and the safety of the county road network	Implement the National Public Lighting Upgrade Project to improve energy efficiency and the safety of the county road network	% public street lighting infrastructure that is low energy (baseline stock c28,000 public lights Sept 2019)	Measurement commencing when project commences in County Kildare. Regional project, led by Kilkenny County Council
5	Deliver major capital infrastructure projects	To deliver the Kildare County Council Capital Programme in accordance with resources available,	Progression of projects on the 3-year capital programme	Resource based delivery of project milestones

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021) unless otherwise stated)
		statutory processes and funding		
5.1	Deliver a multi annual road improvement and restoration programme for the regional and local road network, in accordance with DoT funding allocation	To deliver annual road improvement and restoration works in accordance with DoT funding allocation	Current ratings provided in the Pavement Surface Condition Index (PSCI) at www.noac.ie	2,524 km of road (2022) 2,506 km of local & regional 18 km of national secondary (2022)
5.1	Continue to update the map road database to maximise the annual allocation of funding Continue to identify safety improvement schemes to reduce the incidents of road traffic collisions	To review and update map road on an annual basis to maximise funding to secure annual funding for safety improvement schemes	Annual roadworks programme	€62.729m
5.1	Survey all bridges on local roads and establish a risk register based on vulnerability to failure	To deliver an annual programme of bridge repairs in accordance with DTTaS	Annual % of surveys of bridges by Kildare County Council on national database	Baseline no. of bridges: 2,000 Reporting expected to commence in 2022
5.1	Support the Kildare National Road office to delivery improvements and upgrades to the National Road Network	To delivery TII annual programme of road improvements and upgrades	Annual spend on national road network	14 km of national road upgrades delivered in 2021 in Kildare
5.1	Operate an effective road licensing system and management of road openings in a coordinated way	To issue road opening licences as required	No. of road opening licences processed	1,322

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021) unless otherwise stated)
5.1	Deliver local traffic management projects to support mobility and ease congestion	To provide new and improve existing signalised pedestrian crossings	Cumulative no. of signalised junctions	90
5.1	Deliver local traffic management projects to support mobility and ease congestion	To provide new and improve existing signalised pedestrian crossings	Controlled pedestrian crossings	121
5.1	Deliver local traffic management projects to support mobility and ease congestion	To provide new and improve existing signalised pedestrian crossings	Zebra Crossings	45
5.1	Ensure the continued safety of vulnerable road users	To provide and maintain appropriate measures to protect vulnerable road users	School flashing & periodic display signs	104
5.1	Ensure the continued safety of vulnerable road users	To provide and maintain appropriate measures to protect vulnerable road users	Electronic driver feedback signs	59
5.1	Promote road safety with the Road Safety Authority, An Garda Síochána and other key stakeholders in promoting and improving road safety in the county	To publish a five-year Kildare Road Safety Plan	Road Safety Working Together Group (RSWTG)	Completion of a 5-year plan RSWTG meetings to commence in March 2022 RSTWG meetings per year: 4 (2020)
5.1	Promote road safety with the Road Safety Authority, An Garda Síochána and other key stakeholders in	Deliver road safety education in all Primary, Post-Primary and Third level schools	Local Authority Road Safety Officers (LARSO) Forum	Reporting to commence in 2022

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021) unless otherwise stated)
	promoting and improving road safety in the county			
5.1	Promote road safety with the Road Safety Authority, An Garda Síochána and other key stakeholders in promoting and improving road safety in the county	Promote road safety awareness in the community and on local and social media platforms	No. of campaigns promoted	Reporting to commence in 2022
5.1	Promote road safety with the Road Safety Authority, An Garda Síochána and other key stakeholders in promoting and improving road safety in the county	Coordinate Road Safety Week in Kildare	No. of events held	Reporting to commence in 2022
5.1	Promote road safety with the Road Safety Authority, An Garda Síochána and other key stakeholders in promoting and improving road safety in the county	Promote the School Warden Crossing Service for 29 School Wardens including training and standard operational guidelines	No. of training events held	No main training event held during 2021 due to Covid 19. Training will recommence in 2022
5.1	Promote road safety with the Road Safety Authority, An Garda Síochána and other key stakeholders in promoting and improving road safety in the county	To publish the county speed limit bye laws	Published bye laws as approved by elected members	Publication of county speed limit bye laws
5.2	Promote and support the development and maintenance of	To continue delivery of the GDA Cycling Network & Transport Strategy in Kildare	No. of cycleway schemes progressed through or to the	2022 funding agreed with NTA

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021) unless otherwise stated)
	walking/cycling/public transport routes within the county in conjunction with other agencies		end of current phase in line with plan	
5.2	Promote and support the development and maintenance of walking/cycling/public transport routes within the county in conjunction with other agencies	Provide cycle parking at schools & clubs	Cumulative no. of new or replaced bicycle parking/stand provided	Parking at 20 locations
5.2	To ensure our services, projects and programmes promote the Climate Action Plan for County Kildare	Optimise sustainable transport modes – walking, cycling and public transport	No. of new & existing rural bus routes - LocalLink Routes	1 new route
5.2	To ensure our services, projects and programmes promote the Climate Action Plan for County Kildare	Supporting BusConnects and LocalLink routes	No. of bus shelters (new or replacement) and related infrastructure provided	5 shelters
5.2	To ensure our services, projects and programmes promote the Climate Action Plan for County Kildare	Supporting BusConnects and LocalLink routes	Provision of real time passenger information (RTPI)	5 RTPI
5.3	Manage parking to optimize parking spaces and support businesses and users	Implement pay parking bye laws	To commence the review of parking bye-laws across the county	10 towns with parking bye-laws. Reviews to commence in 2022
5.3	Provide user friendly options to pay for parking (discs and Park by Phone) as well as the management of on-street parking	To commence the review of parking bye-laws across the county	Upgrading new pay parking machines on a phased basis across the county	Reporting due to commence in 2022

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021) unless otherwise stated)
5.3	Continue to administer and enforce pay parking and associated Bye Laws Manage Enforcement System	To purchase coin and card facility pay and display machines in conjunction with the review of parking bye-laws	No. of towns and villages with pay parking	10
5.3	Manage enforcement system	Provide an online parking permit system	Develop and implement an online parking permit system	Reporting due to commence in 2022
5.4	Support the installation of services and rollout of broadband services by relevant providers	To support the development of a digital strategy	No. of road opening licences for telecommunications companies	265
Health & Safety				
6.1	Drive health and safety best practice through staff consultation, communication and proactive monitoring	Continue to review and improve the organisation's Health & Safety Management system	Annual target of 48 safety inspections to be completed by the health & safety section	369 Covid compliance inspections
Building & Development Control				
1.6	To ensure safe and sustainable buildings in urban and rural areas	Monitor compliance with the building regulations and the building control regulations	Total no. of new buildings notified to Building Control Authority	2,346
1.6	To ensure safe and sustainable buildings in urban and rural areas	Monitor compliance with the building regulations and the building control regulations	No. of new buildings notified that were subject to at least one inspection	1,114
1.6	To ensure safe and sustainable buildings in urban and rural areas	Monitor compliance with the building regulations and the building control regulations	P1 No. of buildings inspected as a % of new buildings notified to the local authority (Minimum Target 15%)	47.5%
1.6	To ensure safe and sustainable buildings in urban and rural areas	Monitor compliance with the building regulations and the building control regulations	Total no. of inspections	3,215

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021) unless otherwise stated)
1.6	To ensure safe and sustainable buildings in urban and rural areas	Monitor compliance with the building regulations and the building control regulations	Total no. of commencement notices received	589
1.6	To ensure safe and sustainable buildings in urban and rural areas	Monitor compliance with the building regulations and the building control regulations	No. of valid commencement notices received	581
1.6	To ensure safe and sustainable buildings in urban and rural areas	Monitor compliance with the building regulations and the building control regulations	No. of certificates of compliance received	701
1.6	To ensure safe and sustainable buildings in urban and rural areas	Monitor compliance with the building regulations and the building control regulations	No. of disability access applications received	193 including revised DAC applications
1.6	To ensure safe and sustainable buildings in urban and rural areas	Monitor compliance with the Energy Performance of Buildings Directive	No. of BER certificates received	1,369 BERs received through BCMS for buildings where Commencement Notices or Certificates of Completion on Compliance were received during 2021
1.6	To ensure safe and sustainable buildings in urban and rural areas	Monitor performance with the Construction Products Directive	Ongoing review of construction products and CE markings as part of site inspections	Currently no relevant metric
3.8	To ensure safe and sustainable buildings in urban and rural areas	To monitor active private housing developments so that site development works are constructed and completed in accordance with the conditions of the granted planning permission and in accordance with the relevant specifications	No. of Development Control Inspections of active housing developments	1,068
3.8	To ensure safe and sustainable buildings in urban and rural areas	Legacy Housing Estates	No. of site resolution plans developed	5

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021) unless otherwise stated)
3.8	To ensure safe and sustainable buildings in urban and rural areas	Legacy Housing Estates	No. of site resolution plans agreed with Irish Water	9
3.8	To ensure safe and sustainable buildings in urban and rural areas	Progress the Taking in Charge process when requested by developers or the majority of homeowners (Section 180 request)	No. of estates where snag lists have been prepared and passed to the developer	11
3.8	To ensure safe and sustainable buildings in urban and rural areas	Progress the Taking in Charge process when requested by developers or the majority of homeowners (Section 180 request)	No. of estates Taken in Charge	4
3.8	To ensure safe and sustainable buildings in urban and rural areas	Progress the Taking in Charge process when requested by developers or the majority of homeowners (Section 180 request)	During 2021, to update the current Kildare County Council - Taking in Charge Policy Document 2008	Process commenced, not complete
Fire Service				
1.6	To ensure safe and sustainable buildings in urban and rural areas	Enforce fire safety legislation in premises through a programme of inspections, licensing and enforcement, prioritised based on risk	No. of premises inspected (in accordance with the schedule set out in the Fire Safety Business Plan	11 inspections of 10 premises
1.6	To ensure safe and sustainable buildings in urban and rural areas	Support the legislated fire safety requirements of the Building Control Act, through providing an efficient Fire Safety Certification Process	P5: A. % of applications for fire safety certificates received that were decided (granted or refused) within two months of their receipt	65.89% (2020 NOAC)
1.6	To ensure safe and sustainable buildings in urban and rural areas	Support the legislated fire safety requirements of the Building Control Act, through providing an efficient Fire Safety Certification Process	P5: B - % of applications for fire safety certificates received that were decided (granted or refused) within	31.78% (2020 NOAC)

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021) unless otherwise stated)
			an extended period agreed with the applicant	
1.6	To ensure safe and sustainable buildings in urban and rural areas	Promote fire safety via the "Schools Programme"	Number of National School third classes visited as a percentage of the total no. of classes in the county	0%
1.6	To ensure safe and sustainable buildings in urban and rural areas	Improve fire safety in vulnerable communities through the promotion and implementation of home fire safety checks	Number of home fire safety checks	0
4.9	To protect communities from fire and other emergencies, working with partner agencies and in accordance with national policies	Maintain operational readiness and capability to deliver an appropriate response to fire service incidents	F2: Average time taken, in minutes, to mobilise the fire brigades in respect of fire	6.75 (2020 NOAC)
4.9	To protect communities from fire and other emergencies, working with partner agencies and in accordance with national policies	Maintain operational readiness and capability to deliver an appropriate response to fire service incidents	F2: Average time taken, in minutes, to mobilise fire brigades in respect of all other (non-fire) emergency incidents	6.53 (2020 NOAC)
4.9	To protect communities from fire and other emergencies, working with partner agencies and in accordance with national policies	Maintain operational readiness and capability to deliver an appropriate response to fire service incidents	F3 A % of cases in respect of fire in which first attendance at the scene is within 10 minutes	20.20% (2020 NOAC)
4.9	To protect communities from fire and other emergencies,	Maintain operational readiness and capability to	F3 B % of cases in respect of fire in which first	59.89% (2020 NOAC)

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021) unless otherwise stated)
	working with partner agencies and in accordance with national policies	deliver an appropriate response to fire service incidents	attendance at the scene is after 10 minutes but within 20 minutes	
4.9	To protect communities from fire and other emergencies, working with partner agencies and in accordance with national policies	Maintain operational readiness and capability to deliver an appropriate response to fire service incidents	F3 C % of cases in respect of fire in which first attendance at the scene is after 20 minutes	20.91% (2020 NOAC)
4.9	To protect communities from fire and other emergencies, working with partner agencies and in accordance with national policies	Maintain operational readiness and capability to deliver an appropriate response to fire service incidents	F3 D % of cases in respect of all other emergency incidents in which fire attendance at the scene is within 10 minutes	14.62% (2020 NOAC)
4.9	To protect communities from fire and other emergencies, working with partner agencies and in accordance with national policies	Maintain operational readiness and capability to deliver an appropriate response to fire service incidents	F3 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	66.45% (2020 NOAC)
4.9	To protect communities from fire and other emergencies, working with partner agencies and in accordance with national policies	Maintain operational readiness and capability to deliver an appropriate response to fire service incidents	F3 F % of cases in respect of all other emergency incidents in which first attendance at the scene is after 20 minutes	18.94% (2020 NOAC)
4.9	To protect communities from fire and other emergencies,	Maintain operational readiness and capability to	F1: Cost Per Capita of the Fire Service	€32.00 (2020 NOAC)

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021) unless otherwise stated)
	working with partner agencies and in accordance with national policies	deliver an appropriate response to fire service incidents		
4.9	To protect communities from fire and other emergencies, working with partner agencies and in accordance with national policies	Co-ordinate the emergency management function for Kildare County Council and arrange bi-monthly Major Emergency Management Committee (MEMC) meetings	MEMC meetings held	5
4.9	To protect communities from fire and other emergencies, working with partner agencies and in accordance with national policies	Major Emergency Management Committee (MEMC) meetings	Internal MEM exercises and training held	0
4.9	To protect communities from fire and other emergencies, working with partner agencies and in accordance with national policies	Major Emergency Management Committee (MEMC) meetings	Interagency exercises and training	0



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.

2022 Service Delivery Plan

The table below sets out the services that will be delivered by the Economic Development department in 2022:

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021) unless otherwise stated)
2.1	To strengthen the enterprise base and encourage job creation activities	Increase the number of jobs created in Kildare through upskilling from training courses, financial assistance through LEO grant schemes & MFI loans, attracting & supporting new and existing businesses to/in Kildare	No. of jobs created	254
2.1	Promote entrepreneurship & provide an integrated support structure conducive to enterprise start up and growth	Increase the number of grant applications both received & approved	No. of grants approved	55 totalling €1,845,530.58
2.1	Promote entrepreneurship & provide an integrated support structure conducive to enterprise start up and growth	Increase the no. of training courses and to develop programmes specific to entrepreneurs' current needs	No. participants on training courses	4,300
2.1	Promote entrepreneurship & provide an integrated support structure conducive to enterprise start up and growth	Maintain the number of mentoring sessions to assist and develop entrepreneur's business needs	No. of mentoring sessions	705
2.1	Promote entrepreneurship & provide an integrated support structure conducive to enterprise start up and growth	Increase the number of applications received and approved for online trading vouchers	No. of online trading vouchers approved	158 applications received and 125 approved totalling €221,578.32
2.10	Promote and assist access to the agile and innovation	Increase awareness of the agile and innovation funds through LEO Kildare's	No. of innovation vouchers availed of & value of funds	3 applications approved totalling €214,725.00

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021) unless otherwise stated)
	funds across all industry sectors	communication and promotion channels	accessed by Kildare based companies	
2.2	Promote Kildare as location of choice for FDI investment & support existing FDI companies in sustaining and expanding their business	Support County Kildare to showcase the attractions of the county and to demonstrate that it is an outstanding area to establish and develop a modern business. 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	Promote Kildare as “The Thoroughbred County” 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	To establish County Kildare as the “Centre of excellence for the bloodstock industry in Ireland	No. employed in the Equine Industry	5,500 direct, indirect and secondary employment
2.3	Promote Kildare as “The Thoroughbred County” Pursue planning policies which protect the environmental qualities which have led to the development of Kildare as	To discover, share and apply new knowledge that will enhance the health, performance, and management of horses commensurate with the signature status of Kildare’s equine industry	No. Visitors related	83,560

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021) unless otherwise stated)
	the centre of the equine industry in Ireland			
2.3	Promote Kildare as “The Thoroughbred County” 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	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. Training participants in Equine related programs	20
2.3	Promote Kildare as “The Thoroughbred County” 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	To discover, share and apply new knowledge that will enhance the health, performance, and management of horses commensurate with the signature status of Kildare’s equine industry	No. Start-ups in Equine Tech Hub	Reporting to commence in 2022
2.3	Promote Kildare as “The Thoroughbred County” 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	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	Completion of an Equine Asset map of the County	Reporting to commence in 2022
2.3	Promote Kildare as “The Thoroughbred County”	To discover, share and apply new knowledge that will	Establishment of an Equine Industry Forum	Reporting to commence in 2022

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021) unless otherwise stated)
	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	enhance the health, performance, and management of horses commensurate with the signature status of Kildare's equine industry		
2.5	Facilitate and support the expansion and sustainment of the retail offering in County Kildare	Successfully run a Retail Conference in 2022 to support retailers in Co. Kildare	No. of retail outlets in the County	Retail Support Conference will be planned for Summer of 2022
2.5	Facilitate and support the expansion and sustainment of the retail offering in County Kildare	Increase no. of applications for Shop Front grant scheme	No. of shops opting to use Shop Front grant scheme	78
2.5	Facilitate and support the expansion and sustainment of the retail offering in County Kildare	Increase no. of applications for Shop Front competition	No. of entrants in pride of place Shop Front competition	Pride of Place Shop Front competition was postponed in 2021 owing to COVID-19 pandemic. Competition to run again Q4 2022
2.5	Facilitate and support the expansion and sustainment of the retail offering in County Kildare	Increase no. of retailers engaging with Age Friendly Business Recognition Scheme	No. of retailers engaging with Age Friendly Business Recognition Scheme	Training commencing in Q1 2022 for businesses interested in becoming a designated Age Friendly Business (x10 businesses per selected town(s) expected to take part in Age Friendly Business Recognition Scheme)

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021) unless otherwise stated)
				Development of new Age Friendly Digital Strategy Shopfronts: 78
2.5	Facilitate and support the expansion and sustainment of the retail offering in County Kildare	Increase targeted promotion to grow take up of online retailing	No. of retail adopting online amongst our bricks and mortar retailers	40
2.4	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	Manage and update asset map of Kildare on a quarterly basis	Completion of an asset map across the county	Reporting will recommence in 2022
2.4	Support the expansion/improvement of existing network of facilities in tourism, hospitality & leisure industry	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	Ongoing
2.8	Increase economic activity and build sustainability into the rural economy	Successfully run a Green & Sustainability Conference, specifically aimed at businesses in Kildare	Increased no. of rural enterprise and diversification initiatives	85 clients commenced Green for Micro Programme
2.8	Support increased development of rural enterprises in renewable energy and green technology	Run a Green for micro courses for LEO clients/ businesses in Kildare to adopt green processes within their operations	Development of Agri-food – science network	Ongoing – related to the Athy Model School Project

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021) unless otherwise stated)
2.8	Support increased development of rural enterprises in renewable energy and green technology	Run a Green for micro courses for LEO clients/ businesses in Kildare to adopt green processes within their operations	Development Agri-food – Hub	Pending RRDF funding application to support the construction
2.9	Encourage and support upskilling, job mobility and enterprise creation management	Run courses & initiatives specifically aimed at current demands to support upskilling, job mobility and enterprise creation management	No. of people engaged in upskilling and training in business sector	4,300
2.0	Contribute to the growth of the region and expand international reach	Identify and encourage new businesses which have the potential to develop and grow employment and export	No. of client companies exporting	152 client companies directly engaging in LEO export supports
2.0	Contribute to the growth of the region and expand international reach	Identify and encourage new businesses which have the potential to develop and grow employment and export	No. of clients accessing TAME vouchers	18 applications approved, totalling €28,469.00
2.0	Contribute to the growth of the region and expand international reach	Increase the progression of companies exporting through Export Enterprise Development Programmes, technical assistance for micro exporters grant. Running an Innovation Conference for the Mid-East region to support growth within business	No. of innovation hubs developed in the county and region	2

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021) unless otherwise stated)
2.0	Contribute to the growth of the region and expand international reach	Increase the progression of companies exporting through Export Enterprise Development Programmes, technical assistance for micro exporters grant. Running an Innovation Conference for the Mid-East region to support growth within business	No. of HPSU start-ups transferred to Enterprise Ireland	1 client transferred to HPSU
2.0	Contribute to the growth of the region and expand international reach	Increase awareness of high potential or export related initiatives	No. of start-ups on global ambition program	27 clients commenced Global Ambition Programme
2.0	Contribute to the growth of the region and expand international reach	Increase awareness of high potential or export related initiatives	No. of attendees at regional conference on Innovation	Innovation Conference: September 2021: 146 clients
2.11	To provide opportunities to reduce car-based commuting out of the County, through high quality co-working hubs enabling people to work remotely, temporarily or permanently	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	Occupancy of MERITS	Innovation events: 4
2.11	To provide opportunities to reduce car-based commuting out of the County, through high quality co-working hubs enabling people to work remotely, temporarily or permanently	MERITS Business activity started	Occupancy of MERITS	40 tech start-up companies supported during 2021

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021) unless otherwise stated)
2.11	To provide opportunities to reduce car-based commuting out of the County, through high quality co-working hubs enabling people to work remotely, temporarily or permanently	MERITS Business activity started	Occupancy of MERITS	3 person MERITS team now in place
2.11	To provide opportunities to reduce car-based commuting out of the County, through high quality co-working hubs enabling people to work remotely, temporarily or permanently	MERITS Business activity started	Occupancy of MERITS	9 companies now resident at MERITS (max capacity until snagging items are completed)
2.11	To provide opportunities to reduce car-based commuting out of the County, through high quality co-working hubs enabling people to work remotely, temporarily or permanently	MERITS Business activity started	Occupancy of MERITS	Building programme completed and snagging of the building under way Building fully furnished and AV fitout completed to high standard
2.11	To provide opportunities to reduce car-based commuting out of the County, through high quality co-working hubs enabling people to work remotely, temporarily or permanently	MERITS Business activity started	Occupancy of MERITS	FDI client using the facility as a base for the recruitment drive and training facility



The Corporate Services Department's core activities include providing first point of contact customer service management via email, post, phone and in person as well as 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 corporate wide functions across the directorates.

To meet the needs of all customers the dedicated Customer Service Units 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 was introduced for those seeking to attend in person with various service departments and that continues to be operational.

Members Services provide a comprehensive and accessible service to the 40 elected members of Kildare County Council across the five Municipal Districts. In response to Covid 19 statutory and other meetings can be held remotely on a virtual platform which will be developed into a fully integrated hybrid meeting system in 2022.

A key focus in 2022 is to continue delivery of quality services to both members and customers, with continued focus on how online services can assist the customer and further development of our internal and external communications.

2022 Service Delivery Plan

The table below sets out the services that will be delivered by the Corporate Services Department in 2022:

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021) unless otherwise stated)
1.3	To ensure that all non-domestic local authority owned premises comply with sustainability requirements by undergoing energy audits to identify ways to improve energy efficiency	Carry out 6 energy audits as part of buildings upgrade works	Inclusion of energy audits as part of building upgrades Implementation of actions to reduce energy usage	0
1.3	To ensure that all non-domestic local authority owned premises comply with sustainability requirements by undergoing energy audits to identify ways to improve energy efficiency	Implement new Building Management system in Aras Chill Dara	Installation Q2 2022	New Lighting Management systems installed in Aras Chill Dara 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	Continue review of Casual Trading Bye Laws to comply with new regulations and address growing demand for outdoor trading in the public realm	To review and draft bye laws for public consultation and the subsequent approval of members To publicise making of bye laws and to implement same	No. of MDs making bye laws in 2022
4.0	Continue to provide infrastructure that supports accessibility	Provision of changing places facility in Aras Chill Dara	Completion of fully accessible facility to required standards	Q1 2022

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021) unless otherwise stated)
4.1	Irish Language Scheme development	Increase the use of Irish language in communications	Visible increase in the usage of Irish language in communications	20% of press releases issued bilingually
4.1	Irish Language Scheme development	Monitor the implementation of the Irish Language scheme	Report in implementation	Complete update for inclusion in Annual Report
5.0	Maintenance of corporate buildings	Undertake inspections and prepare building maintenance plans for the corporate estate during 2022	The completion of plans for all buildings in the corporate portfolio	No. completed by end of 2022
6.4	To ensure ICT is used to monitor and effectively manage customer interactions	Embed and further develop the new CRM system for the organisation during 2022 in conjunction with IT Dept	No. of customer cases (incl. NPPR) processed annually within the CRM system	24,272
6.4	To ensure ICT is used to monitor and effectively manage customer interactions	Ensure that procedures and policies support effective customer service	Publish and operate new complaints policy and new Customer Code of Conduct	Q1 2022
6.4	To ensure ICT is used to monitor and effectively manage customer interactions	Ensure that procedures and policies support effective customer service	Review Customer Charter and Action Plan	Q2 2022
6.4	To ensure ICT is used to monitor and effectively manage customer interactions	Quarterly review of the Customer Services Centre	Improve reporting in 2022	Each Q

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021) unless otherwise stated)
6.4	To ensure ICT is used to monitor and effectively manage customer interactions	Launch new CRM performance dashboard	Improve reporting in 2022	Q1 2022
6.4	To ensure ICT is used to monitor and effectively manage customer interactions	Commission new reports to monitor performance regarding phone calls	Improve reporting in 2022	Q1 2022
6.4	To ensure ICT is used to monitor and effectively manage customer interactions	Publicise and enhance online customer portal	No. of interactions	New indicator for 2022
6.4	To ensure ICT is used to monitor and effectively manage customer interactions	Progress authenticated portal project with IT during 2022	Initiation of installation in 2022	New indicator for 2023
6.4	To ensure ICT is used to monitor and effectively manage customer interactions	Maintain Athy Customer Service Point	No. of NPPR cases processed	1,901
6.4	To ensure ICT is used to monitor and effectively manage customer interactions	Maintain Athy Customer Service Point	No. of phone calls processed	6,001

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021) unless otherwise stated)
6.4	To ensure ICT is used to monitor and effectively manage customer interactions	Review and improve support services for elected members	Ongoing review	Ongoing
6.4	To ensure ICT is used to monitor and effectively manage customer interactions	Complete Training Policy to formalise the ongoing training programme for the elected members	Agreement on policy	Q2 2022
6.4	To ensure ICT is used to monitor and effectively manage customer interactions	Review forms used by elected members to see if there is an online system to support them	IT solution to be sourced	Q2 2022
6.5	To ensure ICT is used to monitor and effectively manage customer interactions	Continue to review and improve the service of meetings of council	No. of statutory meetings annually serviced	Meetings of Council and Municipal Districts in 2021: 79
6.5	To ensure ICT is used to monitor and effectively manage customer interactions	Continue to review and improve the service of meetings of council	No. of remote meetings supported	Online meetings of Council and Municipal Districts held in 2021: 54
6.5	To ensure ICT is used to monitor and effectively manage customer interactions	Upgrade of council chamber to support hybrid meetings and webcasting	Tender Completion of works	Q2 2022 Q3 2022

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021) unless otherwise stated)
6.5	To ensure ICT is used to monitor and effectively manage customer interactions	Working with LGMA and service provider to find solution for voting on Teams	Development of solution for local authority meetings	Q1 / Q2 2022
6.5	To ensure ICT is used to monitor and effectively manage customer interactions	Introduction of 'Meetingpoint' meetings management system to support inhouse management of meetings	Installation of system, training and in house pilot	Q2 / Q3 2022
6.5	To ensure ICT is used to monitor and effectively manage customer interactions	Further develop and integrate CRM system to record and monitor members and TD reps	No. of representations from members processed annually (incl. Oireachtas)	5,319
6.5	To ensure ICT is used to monitor and effectively manage customer interactions	Test and launch of Members CRM portal	Successful deployment of portal	Q1 / Q2 2022
6.5	To ensure ICT is used to monitor and effectively manage customer interactions	Develop CRM training materials and provide training to members	Completion of training and successful use of system	No. trained and using system
6.5	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	150,361 (2022-23 register)

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021) unless otherwise stated)
6.5	To grow awareness and participation in the electoral process	Use of IT solutions to improve accuracy of register using eircodes	Successful application of results of updated Eircodes from GIS based project	No. of changes in 2022
6.5	To grow awareness and participation in the electoral process	Commence pilot testing of new ireg rolling register	Completion of testing requirements	New in 2022
6.5	To grow awareness and participation in the electoral process	Develop communications with new communities, schools and 3 rd level institutions to promote registration	Engagement with community groups, schools and colleges in 2022	No. of contacts
6.7	To ensure efficiency, transparency and accountability is upheld in monitoring, reporting and meeting statutory requirements	Publish the Annual Report (incl progress report on ASDP 2021)	Completion for May meeting of Council	Adopted and publish by 30.06.22
6.7	To ensure efficiency, transparency and accountability is upheld in monitoring, reporting and meeting statutory requirements	Publish Annual Service Delivery Plan for 2022	Complete for March council meeting	Adopted and published by 31.03.22
6.7	To ensure efficiency, transparency and accountability is upheld in monitoring, reporting and	Operation of Alcohol Bye Laws	No. of fines paid	12

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021) unless otherwise stated)
	meeting statutory requirements			
6.7	To ensure efficiency, transparency and accountability is upheld in monitoring, reporting and meeting statutory requirements	Operation of Alcohol Bye Laws	Rollout of signage in MDs	Clane/Maynooth: 1
6.7	To ensure efficiency, transparency and accountability is upheld in monitoring, reporting and meeting statutory requirements	Ensure completion of Annual Ethics Declarations and availability of public register	Forms to be returned by 28.02. 2022 and register compiled	% returned in 2021: 100% % members returned by due date: 72.5% % staff returned by due date: 82%
6.7	To ensure efficiency, transparency and accountability is upheld in monitoring, reporting and meeting statutory requirements	Publication of political donation statements, attendance records, payments and expenses of members	Publish donation statements annually and registers quarterly as required	Publish on quarterly and annual basis
6.7	To ensure efficiency, transparency and accountability is upheld in monitoring, reporting and meeting statutory requirements	Monitor compliance with Lobbying Act 2015	Ongoing oversight to keep information updated	Maintaining information required online

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021) unless otherwise stated)
6.7	To ensure efficiency, transparency and accountability is upheld in monitoring, reporting and meeting statutory requirements	Compliance with the Protected Disclosure Policy	Annual Report by 1.7.22	Published by 1.7.2021
6.7	To ensure efficiency, transparency and accountability is upheld in monitoring, reporting and meeting statutory requirements	General Data Protection Regulations (GDPR) compliance	Provision of online GDPR training and awareness for staff	No. staff completed training in 2021: 697
6.7	To ensure efficiency, transparency and accountability is upheld in monitoring, reporting and meeting statutory requirements	General Data Protection Regulations (GDPR) compliance	No. of access requests processed	36
6.7	To ensure efficiency, transparency and accountability is upheld in monitoring, reporting and meeting statutory requirements	Implementation of policy on Section 40 Data Protection Act, 2018. Management of Representations from Public Representatives updated in Q4 2021	Awareness of and compliance with the policy by public representatives and staff	Q1 2021: 5 MDs briefed Relevant staff briefed in 2021 & 2022

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021) unless otherwise stated)
6.7	To ensure efficiency, transparency and accountability is upheld in monitoring, reporting and meeting statutory requirements	Ensure compliance with the FOI Act 2014	No. of FOI requests processed	158
6.7	To ensure efficiency, transparency and accountability is upheld in monitoring, reporting and meeting statutory requirements	Ensure compliance with the FOI Act 2014	Provision of annual FOI training to decision makers	No. of decision makers who received training: 5
6.7	To ensure efficiency, transparency and accountability is upheld in monitoring, reporting and meeting statutory requirements	To manage the Legal Services Framework and requests for legal services on behalf of all Departments	Maintain contracts for legal services	Renewal of contracts when due
6.7	To ensure efficiency, transparency and accountability is upheld in monitoring, reporting and meeting statutory requirements	To manage the Legal Services Framework and requests for legal services on behalf of all Departments	Ensure cases tracked and closed in accordance with procedures	Cases created: 958 Cases closed: 877

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021) unless otherwise stated)
6.7	To ensure efficiency, transparency and accountability is upheld in monitoring, reporting and meeting statutory requirements	Monitor and manage procurement contracts	Ensure renewal or procurement of service contracts when due	Ongoing
6.7	To ensure efficiency, transparency and accountability is upheld in monitoring, reporting and meeting statutory requirements	To conduct budget reviews	% spend vs budget	Every Q
6.7	To ensure efficiency, transparency and accountability is upheld in monitoring, reporting and meeting statutory requirements	To support the work of the Audit Committee	No. of meetings supported annually	4
6.7	To ensure efficiency, transparency and accountability is upheld in monitoring, reporting and meeting statutory requirements	Complete document management policy and progress implementation	Adoption of Records Management Policy by Info Management Committee	Q2 2022
6.7	To ensure efficiency, transparency and	Progress records management centre	Complete Part 8	Q1 2022

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021) unless otherwise stated)
	accountability is upheld in monitoring, reporting and meeting statutory requirements		for records management centre	
6.7	To ensure efficiency, transparency and accountability is upheld in monitoring, reporting and meeting statutory requirements	Progress Records Management Centre	Commence phase 1 construction	Q3 2022
6.8		To oversee the reporting of 2021 Performance Indicators to NOAC within statutory deadlines	Complete by 29.4.2022	Reporting by 29.2.2022
6.9	Improve communications channels to provide information to support customer service	Embed Communications Strategy 2022 – 2024	Highlight implementation progress in Annual Report and statutory progress reports	Progress published in Annual Report and statutory progress reports
6.9	Improve communications channels to provide information to support customer service	Review and expand use of MapAlerter and other IT customer information systems	Increase no. of registered users of Mapalerter system and use of system by council	No. of users: 1,791
6.9	Improve communications channels to provide information to support customer service	Review and implementation of Social Media Policy to enhance communication, collaboration, and	Regular and consistent use of social media channels	Metrics on use of social media from 2022 onwards

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021) unless otherwise stated)
		information exchange with members of the public		
6.9	Improve communications channels to provide information to support customer service	Review and implementation of Social Media Policy to enhance communication, collaboration, and information exchange with members of the public	Correct implementation of our social media policy and upholding service and response expectations on social media channels	No. of complaints
6.9	Improve communications channels to provide information to support customer service	Increase engagement with our social media channels and no. of followers	Analysis and reporting on social media performance to include: Rate of engagement No. of followers	Indicator to start in 2022 Core Kildare County Council channels (end 2021): Facebook – 17,917 Twitter – 9,487 Instagram – 1,946
6.10	To increase the use of social media and other communications tools by the Council and enhance community awareness	Regular and consistent newsflow via our website and press to communicate work of the Council	Volume of press releases, campaigns and flow of information	Indicator to start in 2022
6.10	To increase the use of social media and other communications tools by the Council and enhance community awareness	Develop proactive communications opportunities to communicate the Council's services, projects and achievements	Volume of proactive communication of each department of the Council, supporting the delivery of Corporate Plan	Report annually in statutory reports



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

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

2022 Service Delivery Plan

The table below sets out the services that will be delivered by the Finance Department in 2022:

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021) unless otherwise stated)
1.3	To enhance the competency of staff in green procurement practices	Procurement to liaise with Climate Action team to increase staff awareness of green procurement option	No. of relevant staff attending green procurement briefings/training	Reporting to commence in 2022
6.7	To ensure that the council's revenue account is in balance over the medium term	Continue to maintain and where possible increase collection rates	Collection level of rates	82%
6.7	To ensure that the council's revenue account is in balance over the medium term	Continue to maintain and where possible increase collection rates	Collection level for rents and annuities	93%
6.7	To ensure that the council's revenue account is in balance over the medium term	Continue to maintain and where possible increase collection rates	Collection level of housing loans	69%
6.7	To ensure that the council's revenue account is in balance over the medium term	Annual Financial Statement (AFS) to be submitted to the Department of HPLG within statutory timeframe	Annual Financial Statement	Annually - March
6.7	To ensure that the council's revenue account is in balance over the medium term	AFS to be submitted to the Department of HPLG within statutory timeframe	Revenue expenditure per capita	€858.78



The Community Services department develop and lead initiatives aimed at providing civic leadership and opportunities for community engagement. The year 2021 was challenging for all communities due to the impact of Covid 19 and many initiatives were curtailed which will hopefully progress in 2022. 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.

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 1) Social Inclusion Community Activation Programme (SICAP), 2) Rural Development LEADER Programme and 3) 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 2022 are:

- Delivery of playgrounds in Allenwood & the upgrade of Leixlip Playground
- Completion of a Part 8 for Sallins Amenity Land and the preparation of a masterplan for amenity lands in Sallins and Carton Avenue, Maynooth
- Commence detail design for Cherry Avenue Park, Kildare Town
- Advance pilot schemes for reduction of glyphosate
- Develop a sensory garden in St Catherine's Park, Leixlip
- Upgrade of The Peoples Park, Athy

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

2022 Service Delivery Plan

The table below sets out the services that will be delivered by the Community Services Department in 2022:

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021) unless otherwise stated)
4.1	To work to enhance community participation and achieve citizenship through capacity building and training in conjunction with the PPN	Promote increased participation	No. of PPN members	798
4.1	To work to enhance community participation and achieve citizenship through capacity building and training in conjunction with the PPN	Encourage representation	No. of PPN representatives to Kildare County Council & related structures	24
4.1	To Promote consultation and communication through partnership with employees and citizens	Arrange social events	No. of events in Social Inclusion Week	24
4.1	To Promote consultation and communication through partnership with employees and citizens	Arrange information sessions	No. of PPN information sessions regarding supports available	22
4.1	To develop the community leadership role of the council through the Local	To ensure that Kildare LCDC continues to run effectively and efficiently	Sustain the current no. of meetings annually by LCDC	29

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021) unless otherwise stated)
	Community Development Committee (LCDC)		and its supporting sub-committees (3-4)	
4.0	To support the work of the Strategic Policy Committees	2019-2024 work plans to be reviewed. All 2022 policies updates to be confirmed and listed on agenda	No. of policies, strategies and schemes reviewed and developed by Strategic Policy Committee	No. of policies and strategies brought to full council for consideration
4.0	To continue to work with existing community residents' associations and support the development of new residents' associations	Residents' Associations grants scheme will be run for local authority and private estates in 2022	No. of Resident Association Groups applications	Local Authority: 71 Private: 300
4.0	Continue to promote social inclusion and community development as good practice in all project estates	Continue promotion	Kildare County Council priority project estates supported	15
4.0	Support groups to participate in local and national award competitions to highlight best practice and encourage participation	Continue to support participation	Over 30 groups participate in the annual Pride in your Place competition	25
4.0	Support groups to participate in local and national award competitions to highlight best practice and encourage participation	Continue to support participation	Over 20 gardens qualified for the Best Kept Garden competition	17

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021) unless otherwise stated)
4.0	Support groups to participate in local and national award competitions to highlight best practice and encourage participation	Continue to support participation	Over 10 young people participate in the Youth Endeavour Awards	7
4.1	Support in the preparation of project proposals, accessing grants, funds for identified projects. e.g. community festival LPT etc	Continue to support and promote participation	No. of grant awards for community, festival, residents' associations, LPT, education bursary, Drechtid and community enhancement grants schemes	1,031
4.8	Multi-agency group established for targeted estates in the County to highlight gaps in service provision	Continue to work with targeted estates	At least 4 meetings per year	5
4.8	To continue to focus on social inclusion as a means of tackling poverty and disadvantage	To ensure that the Kildare SICAP programme is delivered in line with the agreed plan	No. of persons supported annually	797
4.8	To continue to focus on social inclusion as a means of tackling poverty and disadvantage	To ensure that the Kildare SICAP programme is delivered in line with the agreed plan	No. of groups supported annually	86
4.8	To continue to focus on social inclusion as a means of tackling poverty and disadvantage	To ensure that the Kildare SICAP programme is delivered in line with the agreed plan	Bimonthly LCDC reports	Complete

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021) unless otherwise stated)
4.8	To continue to focus on social inclusion as a means of tackling poverty and disadvantage	To ensure that the Kildare SICAP programme is delivered in line with the agreed plan	Annual review complete	Complete
6.11	To continue to support the work of Comhairle na nOg under the national policy framework "Better Outcomes Brighter Futures 2014-2020"	Continue to support and develop stronger relationships internally	No. of members of Comhairle na nOg	48
4.11	To continue to develop a more inclusive and inter-cultural society in the county through the implementation of the Co Kildare Integration Strategy 2019-2024	Integration strategy 2021-2026	Implementing the actions set out within the strategy	Working with the Kildare Integration Implementation Committee to implement actions
4.11	To continue to develop a more inclusive and inter-cultural society in the county through the implementation of the Co Kildare Integration Strategy 2019-2024	Implement strategy	Implement the Traveller and Roma Inclusion strategy to support communities	Implementation worker appointed and implementation committee in place Regular meetings
2.7	Twinning: Strengthen and develop Kildare cultural relationships across the world Provide support to twinning throughout the County	Reignite twinning activities in 2022	No. of active twinning groups in County	16

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021) unless otherwise stated)
	Continued implementation of the twinning policy and committee oversight			
2.8	To support and facilitate existing and alternative agricultural and rural based economic activities	To ensure that the LEADER programme is delivered in line with the Local Development Strategy and priorities	Leader projects supported	13
4.4	Promote access to community-based sports and recreational opportunities	Continue to promote opportunities	Cumulative total no. of playgrounds, skateparks, outdoor gyms facilitated and/or maintained by the Council	Playgrounds: 30 Outdoor Gyms: 11 Skateparks: 3
4.4	Promote access to community-based sports and recreational opportunities	Organise and hold annual playday event	Cumulative attendance at Annual Play Day over Corporate Plan lifetime	3,000 (2019)
4.4	Promote access to community-based sports and recreational opportunities	Continue to promote participation	Annual participation in Kildare residents engaged in sports and physical activities	26,000 (2020)
4.4	Promote access to community-based sports and recreational opportunities	Continue to provide upskilling	No. of volunteers receiving upskilling annually	4,000 (2020)
3.10	To seek the delivery of physical and community infrastructure in conjunction with high quality residential developments to create quality living conditions	Continue to access funding to support capital initiatives	Annual funding to support small scale capital initiatives in residential areas (subject to funding approved by Dept. of Rural and Community Development)	2 captial funded community centres

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021) unless otherwise stated)
4.1	To support the development of sustainable communities through active intervention in facilitating community lead projects	Community and festival grants schemes will be run in 2022	No. of individual grants awarded	1,100
4.1	To support the development of sustainable communities through active intervention in facilitating community lead projects	Grants information sessions will be organised in conjunction with PPN	No. of information sessions	2
4.4	To support the development and enhancement of local sports, leisure, recreational and arts facilities	Support ongoing programme for delivery: Maintenance and management of playgrounds	Bawnogues Athletic Track: new high & long jump areas, sprint lanes and floodlighting	Complete track upgrade works
4.4	To support the development and enhancement of local sports, leisure, recreational and arts facilities	Support ongoing programme for delivery Maintenance and management of playgrounds	Monread Park Outdoor Gym: install new outdoor gym	Complete installation of gym
4.4	To support the development and enhancement of local sports, leisure, recreational and arts facilities	Support ongoing programme for delivery Maintenance and management of playgrounds	Athy Amenity Sports Ground: consult with clubs	Complete consultation with the clubs
4.4	To support the development and enhancement of local sports, leisure, recreational and arts facilities	Implement the adopted the Play Policy for the County	Allenwood playground	Complete playground construction

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021) unless otherwise stated)
4.4	To support the development and enhancement of local sports, leisure, recreational and arts facilities	Implement the adopted the Play Policy for the County	Leixlip playground	Tender for carpark design and playground design
4.4	To support the development and enhancement of local sports, leisure, recreational and arts facilities	Implement the adopted the Play Policy for the County	Celbridge Abbey playground	Complete installation of additional equipment, new path and seating
4.4	To support the development and enhancement of local sports, leisure, recreational and arts facilities	Implement the adopted the Play Policy for the County	Playground maintenance	Complete tender for playground maintenance and routine maintenance and safety inspections
4.4	To support the development and enhancement of local sports, leisure, recreational and arts facilities	Implement the adopted the Play Policy for the County	Celbridge Youth facility	Complete consultation with young people
1.7	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 as part of the County Development Plan
1.7	To enhance and develop the appearance and environment of Kildare	Carry out a Tree Works programme for the county	Inspect & report on tree requests received through the year and tender works	Completion of tree planting, tree pruning and removals
1.7	To enhance and develop the appearance and environment of Kildare	Progress Sallins Amenity Land project	Preparation of masterplan for Sallins Amenity Land and advertised for Part 8 approval	Completion of Part 8

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021) unless otherwise stated)
1.7	To enhance and develop the appearance and environment of Kildare	Progress Liffey Linear Park, Newbridge project: Watering Gates to Newbridge College:	Preparation of design brief for consultation	Completion of tender to appoint consultants and complete masterplan
1.7	To enhance and develop the appearance and environment of Kildare	Progress St Catherin's Park sensory garden project	Tender for contractors to construct garden	Appoint contractors to construct garden
1.7	To enhance and develop the appearance and environment of Kildare	Progress Oldtown Demense project	Complete brief for consultants to prepare a conservation plan	Appoint consultants to prepare conservation plan
1.7	To enhance and develop the appearance and environment of Kildare	Progress Peoples Park, Athy project	Upgrade existing paths and install new seating	Complete installation of paths & seating
1.7	To enhance and develop the appearance and environment of Kildare	Progress Moat of Ardscull project	Install signage and new seating	Complete installation of seating and new signs
1.7	To enhance and develop the appearance and environment of Kildare	Progress Leixlip Summer Bedding project	Tender for planting and maintenance of summer bedding	Install summer bedding
1.7	To enhance and develop the appearance and environment of Kildare	Progress Cherry Avenue Park, Kildare Town project	Prepare design brief and tender for central earth feature on the masterplan	Tender for design of central earth feature

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021) unless otherwise stated)
1.7	To enhance and develop the appearance and environment of Kildare	Grass and roundabout maintenance	Carry out maintenance of grass contract areas	Complete maintenance of all contract areas
1.7	To enhance and develop the appearance and environment of Kildare	Outdoor recreation scheme	Develop plans and carry out walking route works at Kilcullen, Old Kilcullen, St Catherine's Park & Moore Abbey Woods, Monasterevin	Complete works
1.1	To protect and maintain the natural environment of Kildare and change management of amenity & recreation areas to mitigate and adapt to climate change and benefit biodiversity, subject to funding and resources	Maintain Leixlip Spa SAC	Cut meadow areas, remove litter and investigate conservation of Spa well	Complete works
1.1	To protect and maintain the natural environment of Kildare and change management of amenity& recreation areas to mitigate and adapt to climate change and benefit biodiversity, subject to funding and resources	Develop Conservation Plan for Oldtown Gardens	Prepare brief for consultants to complete conservation plan	Appoint consultants to prepare a conservation plan

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021) unless otherwise stated)
1.1	To protect and maintain the natural environment of Kildare and change management of amenity& recreation areas to mitigate and adapt to climate change and benefit biodiversity, subject to funding and resources	Develop Conservation Plan for Carton Avenue	Prepare brief for consultants to complete conservation report	Appoint consultants to prepare a conservation plan
1.11	To protect and maintain the natural environment of Kildare and change management of amenity& recreation areas to mitigate and adapt to climate change and benefit biodiversity, subject to funding and resources	Progress glyphosate elimination	Introduce programme of strimming and reduce spraying	Complete strimming as part of grass maintenance programme
1.11	To protect and maintain the natural environment of Kildare and change management of amenity& recreation areas to mitigate and adapt to climate change	Progress glyphosate elimination	Expand pilot areas for 2022	Completion of revised maintenance for existing and additional sites

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021) unless otherwise stated)
	and benefit biodiversity, subject to funding and resources			
1.11	To protect and maintain the natural environment of Kildare and change management of amenity& recreation areas to mitigate and adapt to climate change and benefit biodiversity, subject to funding and resources	Progress Pairc Mhuire tree planting	Develop brief for design of tree pits	Complete designs for tree pits
1.11	To protect and maintain the natural environment of Kildare and change management of amenity& recreation areas to mitigate and adapt to climate change and benefit biodiversity, subject to funding and resources	Community Tree Planting scheme	Plant pilot sites	Plant pilot sites
4.3	To lead and support the Kildare Age Friendly County Programme (and act as regional lead for South-East region)	To consult, develop and implement the Kildare Age Friendly County Strategy 2022-2027 and to work closely with Age Friendly	Continue to support Kildare Alliance and agree 6 monthly work programmes	Work programmes implemented

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021) unless otherwise stated)
		Ireland as the south-east regional lead		
4.3	To lead and support the Kildare Age Friendly County Programme (and act as regional lead for South-East region)	To consult, develop and implement the Kildare Age Friendly County Strategy 2022-2027 and to work closely with Age Friendly Ireland as the south-east regional lead	Annual report published identifying progress in key objectives from the Kildare strategy	Annual Report published
4.3	To lead and support the Kildare Age Friendly County Programme (and act as regional lead for South-East region)	To consult, develop and implement the Kildare Age Friendly County Strategy 2022-2027 and to work closely with Age Friendly Ireland as the south-east regional lead	Support given to national shared service centre and SE counties as agreed with Age Friendly Ireland. No. of alliance meetings held	2



2022 Service Delivery Plan

The table below sets out the services that will be delivered by the Climate Action Regional Office in 2022:

Corporate Plan Supporting Strategy Ref.	5-year Objective	2022 Objective	Performance Standard	Performance Indicator (2021) unless otherwise stated)
1.5	Building climate change resilience, action and sustainability into services and infrastructure, while protecting and promoting our natural and built environment for the safety and well-being of present and future generations	Support the CARO in the delivery of their work programme and in building organisational capacity through rollout of the Local Authority Climate Action Training Programme to staff and elected members	Staff and/or elected members attending and/or completing appropriate training programmes as put forward by LASNTG & CARO	No. of staff and/or elected members attending training
1.2 & 1.4	Building climate change resilience, action and sustainability into services and infrastructure, while protecting and promoting our natural and built environment for the safety	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	Ongoing engagement with Mid-East Sub Region and working collaboratively with Meath, Louth and Wicklow	Attendance at all sub-regional meetings and playing an active part in climate action policy and project development

	and well-being of present and future generations	within the Eastern & Midlands region Kildare County Council will engage as a member of the Mid-East sub-region and as CARO Lead Authority for the Eastern & Midlands region		
2.11	To optimise the potential of Kildare and its businesses to innovate, invest, promote, and sustain growth and employment, across our county and throughout our community	To support the CARO in developing a further regional specialism in the area of business opportunities from climate change	Ongoing engagement with the CCMA and other project partners	Project progress reported in a timely fashion to the relevant CCMA committee