Kildare County Council
Corporate Plan 2019-2024

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Comhairle Contae Chill Dara,
Áras Chill Dara, Páirc Uí Dhubhuí,
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KILDARE
Living; growing; leading
Working together towards an
inclusive and sustainable County.

Contents

Foreword

We are pleased to present our Corporate Plan for the period 2019 to 2024. Adopted by the Elected Members at their meeting on the 25th November 2019; our Plan guides our strategic actions during the lifetime of this Council. This Plan is based on current resources and realistic expectations regarding future resource and operating environments. The Council welcomes adoption of the Plan as a *commitment* by all to our shared vision to make Kildare a leading inclusive and sustainable county.

Kildare County Council actively continues to implement reforms set out in the Action Programme for Effective Local Government, Putting People First. Over the last five years, we have shown our capacity to innovate and maintain services through change by embedding Municipal District structures, successfully growing the Public Participation Network (PPN), Local Community Development Committee (LCDC), Local Enterprise Office (LEO) and delivering services in a challenging financial and human resource environment. In this regard it is important to recognise the efforts of our Elected Members, our staff, and our community and agency partners.

However certain challenges that were already apparent in 2015, have grown in profile, urgency and scale. Census figures show that Kildare is one of the fastest growing and youngest population centres in the country; *with the highest proportion of people aged 0-24 in the state at almost 37%*[1]. Population growth combined with proximity to Dublin is driving housing costs and demand for housing, and, inevitably many of our citizens are struggling to meet their housing needs.

Our Plan commits us to continuing our work with all partners to strive to meet Kildare's housing needs while supporting social inclusion, equality and quality of life in new communities that have grown in recent years.

A strong infrastructure platform including a greater range of sustainable transport options, will serve to sustain growth in our County's businesses and attract new employment. Equally, increased local employment and more sustainable transport options can mitigate the environmental and economic challenges presented by *almost 40% of our workforce commuting out of Kildare.*[2]

[1] *Kildare 2016 Census Profile*
[2] *Kildare 2016 Census Profile.*

In 2020, in consultation with key stakeholders we will develop and begin implementing a wide-ranging economic strategy. We will continue through the Local Enterprise Office and in partnership with enterprise agencies, to nurture a pro-business environment supporting enterprise and promoting Kildare nationally and globally, as a location of choice for business, innovation and investment. Creating employment locally delivers economic, social and environmental benefits by reducing the effects of commuting and renewing our towns and villages. In this regard opportunities such as our development of a Mid-East Regional Innovation Think Space (MERITS) will provide innovation space for entrepreneurs to base themselves in Kildare. In addition, the newly created Strategic Development and Public Realm Projects team will drive delivery of strategic projects across our County that aim to revitalise towns and villages and sustain the local economy and rural hinterlands.

We will also focus on leveraging growth opportunities in the agri-food sector and in the equine sector. On the tourism front we will renew efforts to leverage economic benefits from our location as the first stop on Ireland's Ancient East, on Dublin's Doorstep, including the development of greenways and blueways in the County.

Underpinning everything we do however is the urgent need to meet the challenge of climate change. This Council has a key role to play; as host of the Eastern & Midlands Climate Action Regional Office. We are the lead for coordinating the work of 17 local authorities in preparing adaptation strategies. Climate Resilient Kildare, our Climate Change Adaptation Strategy, outlines financial and environmental imperatives in mainstreaming climate action into Council policies, buildings, infrastructure and operations, to tackle climate change.

However, we will not only look to our own internal activities but will support climate change action and environmental protection through our planning and policies and by enhancing organisational and community awareness, supports, incentives, research and facilities that sustain a better future for our County.

Finally, where needed, we will continue our robust enforcement, licensing, certification and regulation in the area of environmental protection, planning, building control fire safety and public health in order to protect the built and natural environment. To deliver this Plan we will continue to support our Elected Members in exercising local democracy. We will also continue to improve service delivery, engagement and communications by maximising the effectiveness of our people, budgets, operations and ICT resources.

Our Corporate Plan comprises a broad range of performance goals that describe how we propose to make our vision a reality and how we will measure our progress

We are your Council working with you and on your behalf.

Our Elected Members and staff are committed to delivering our Plan in collaboration with the many statutory, voluntary and community groups with whom the Council works. We share a common interest in working together towards an inclusive and sustainable Kildare, for the present and future generations of our great and growing County.
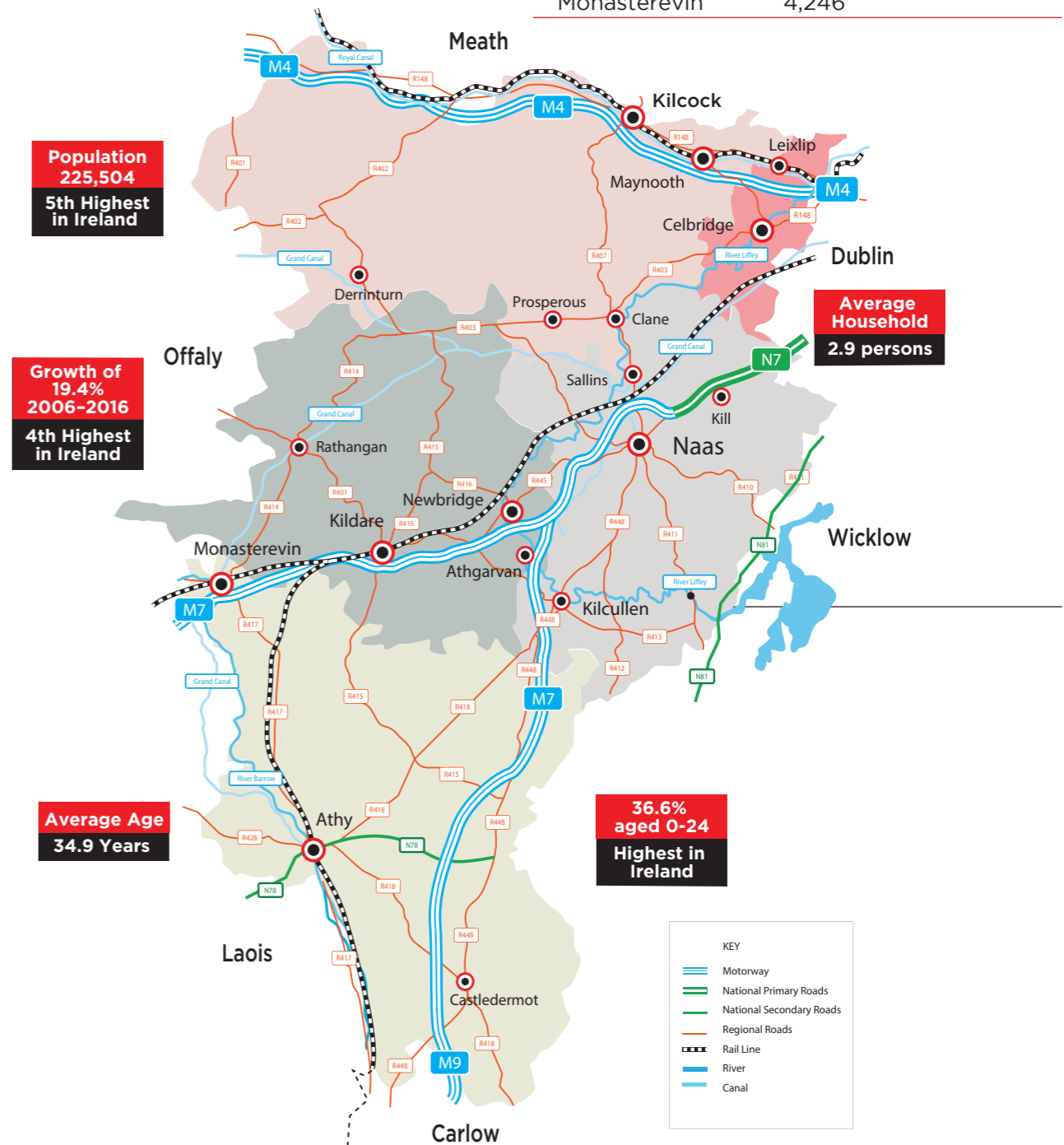
Councillor Suzanne Doyle
Cathaoirleach

Mr Peter Carey
Chief Executive

Kildare is located in Leinster and is part of the Mid East Region. Our neighbouring counties are; Dublin, Carlow, Laois, Meath, Offaly and Wicklow. Kildare acts as a major transport hub as the M4, M7 and M9 run through it, as well as the main national rail-lines. Kildare also has over 2,500km of roads. Kildare is one of the fastest growing counties in Ireland.

Town	Population 2016
Newbridge	22,742
Naas	21,393
Celbridge	20,288
Leixlip	15,504
Maynooth	14,585
Athy	9,677
Kildare	8,634
Clane	7,280
Kilcock	6,093
Sallins	5,849
Monasterevin	4,246

Population 225,504
5th Highest in Ireland

Growth of 19.4% 2006–2016
4th Highest in Ireland

Average Age
34.9 Years

Average Household
2.9 persons

36.6% aged 0-24
Highest in Ireland

KEY
— Motorway
— National Primary Roads
— National Secondary Roads
— Regional Roads
••• Rail Line
— River
— Canal
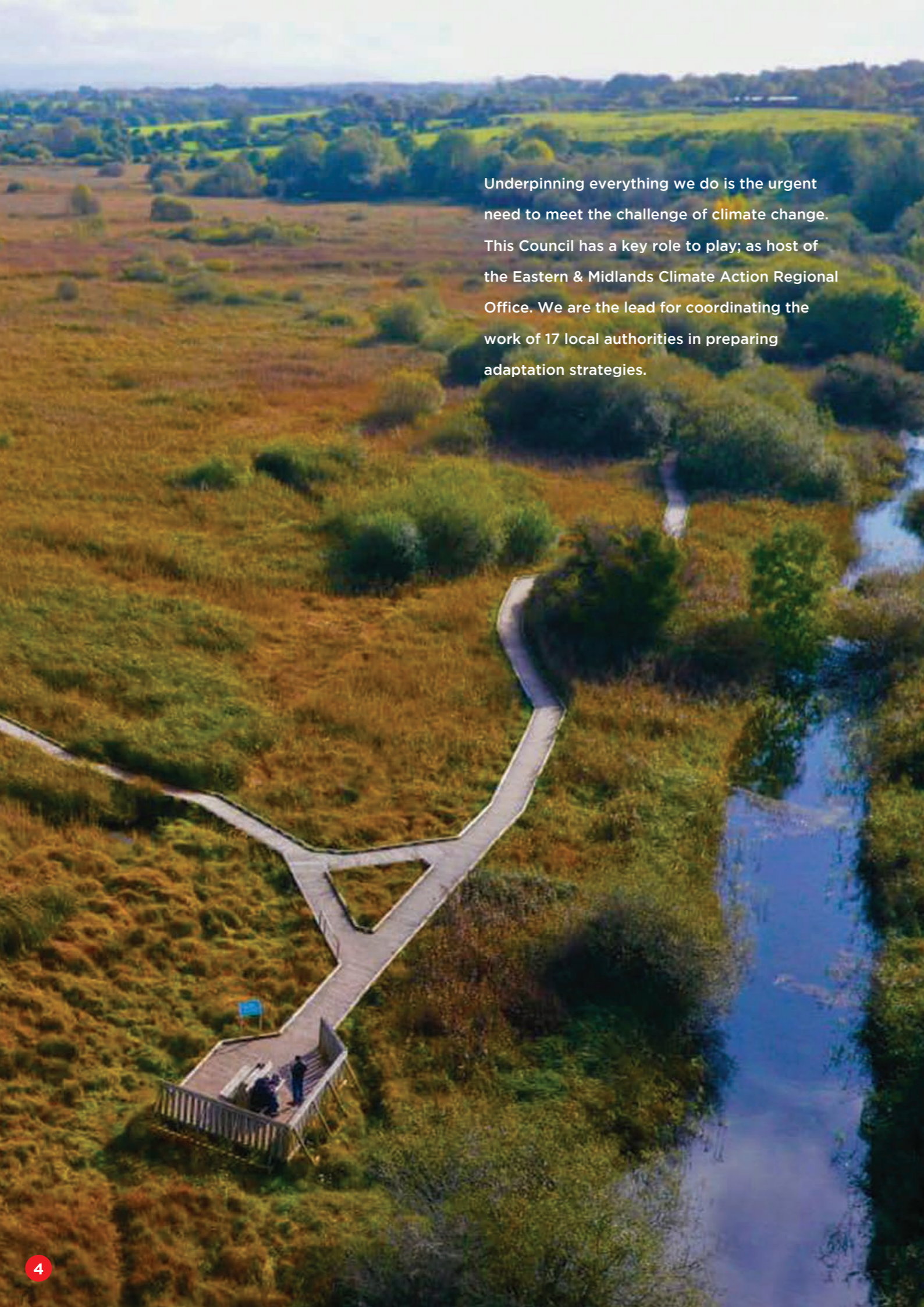
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Our Vision

Kildare– Living; growing; leading

Working together towards an inclusive and sustainable County.

Mission Statement

Kildare County Council
Shaping a sustainable future while improving the quality of life of all citizens. Delivering enabling infrastructure and efficient accessible services and pursuing our vision through collaboration, innovation, inclusion and community engagement.

COMHAIRLE CONTAE CHILL DARA KILDARE COUNTY COUNCIL

Executive Structure

The Management Team, consisting of the Chief Executive, Head of Finance and five Directors of Service, carries out the executive role of the Council. The Council's staff operate under the direction of the Chief Executive and the Management Team.

Full Council

Kildare County Council has 40 Elected Members which make up the Council. It meets on the last Monday of every month in the Council Chamber, Áras Chill Dara, Naas. A new Cathaoirleach is elected yearly at the annual meeting. Elected Members powers are described as reserved functions. The Local Government Reform Act 2014 sets out the functions of the Elected Members. In addition to a role in development and approval of policies, the Elected Members represent the views of the citizens who elected them, by making representations to the Council executive for response and action

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Over 350 statutory meetings since 2015

Almost 19,000 representations since June 2015

Municipal Districts (MD)

Kildare County Council has 40 elected members, and this is broken down into to five municipal districts as follows:

Athy	-	5 members
Celbridge-Leixlip	-	7 members
Clane – Maynooth	-	10 members
Kildare-Newbridge	-	11 members
Naas	-	7 members

Each Municipal District elects a Cathaoirleach every year and meets monthly. The Local Government Reform Act 2014 has conferred greater autonomy and decision-making powers to Elected Members at district level.

In this regard a draft budgetary plan is prepared annually for each Municipal District and Elected Members at district level develop a programme, with the Council, to fund a range of local priorities for local towns and villages, for the coming year. To deliver these priorities at District level, the Council has revised administrative and operational structures to facilitate local service delivery under the Municipal District structure. Information on projects funded locally in each Municipal District is here.

Strategic Policy Committee's (SPC)

The Elected Members have a responsibility for considering and making policy; this process is facilitated through the SPC's. The membership of SPC's is made up of Elected Members and representatives of the social partners and sectoral interests. Each SPC is chaired by an Elected Member and is supported by a Director of Service. Kildare County Council currently has five Strategic Policy Committees, however following local elections, it is necessary for each local authority to establish new Strategic Policy Committees for the term 2019-2024. The addition of a further SPC, Climate Action is proposed; therefore, the SPCs for the period 2019-24 would become as outlined below if approved by the Full Council;

Climate Action

Economic Development, Enterprise and Planning

Transportation, Safety and Emergency Services

Environmental and Water Services

Housing

Local Community and Cultural

Corporate Policy Group (CPG)

The CPG acts as a link between the SPCs and Full Council and provides a forum where policy positions affecting the whole council can be agreed for submission to Full Council. The work of the strategic policy committees is co-ordinated through the Corporate Policy Group with Membership comprising the Cathaoirleach of the County Council, Chairperson of each SPC, plus a member from any Municipal District which does not have representation on the CPG. The Corporate Policy Group provides guidance and advice to the Full Council on policy matters, where necessary.

Local Community Development Committee (LCDC)

The purpose of the LCDC is to drive positive development of our community and integrate key stakeholders, whilst ensuring effectiveness, consistency, co-ordination and avoidance of duplication between the various elements of local authority activities in the community. In this regard the LCDC has oversight and responsibility for local development and community related funding in the County.

The LCDC sets out its objectives and goals in a 6-year plan called the Local Economic and Community Plan (LECP). The LECP is considered by the Municipal District Elected Members and approved by the Full Council and while it informs a range of planning policies in the County Development Plan, it is not a spatial plan. The LECP must be consistent with regional spatial and economic strategies.

The community element of the plan is prepared by the LCDC, with the economic element prepared by the Strategic Policy Committee for Economic Development, Enterprise and Planning. Both elements are prepared concurrently. The membership of the LCDC includes:

- Elected Members of the local authority,
- Local authority staff,
- Representatives of public bodies which provide services in the area;
- Representatives of local community interests;
- Local community representatives from the PPN; and
- Representatives of publicly funded or supported local development bodies.

Established in 2014, Kildare's 19-person membership includes nine statutory and ten non-statutory members who meet bi-monthly.

LCEP Kildare County Council

- Economic Element (SPC for Economic Enterprise and Planning)
- Communiy Element (LCDC)
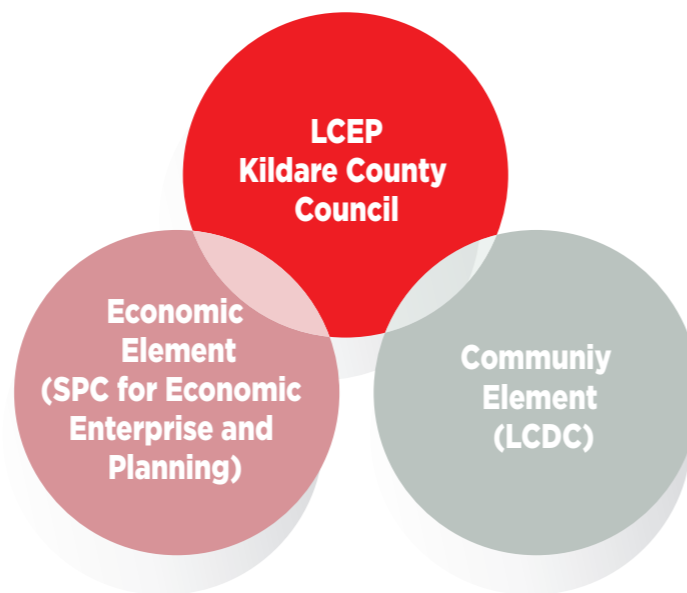
Local Enterprise Office (LEO)

The Local Enterprise Office a one stop shop for business support within Kildare County Council. There are 31 LEO's across the country – 1 in each Council Area. The LEO offers expertise, know-how and financial support to businesses whether they are starting out or expanding a business. Customers range from people interested in starting up a new business or those already in business. The LEO helps to increase the job potential of new and existing micro and small businesses and to increase the number of innovative businesses with potential to export. Operationally the LEO is also a key driver behind many of the actions of the LECP. More information is here.

Public Participation Network (PPN)

Our democracy is made stronger by allowing diverse views and interests to be considered in the decision-making processes of local government. PPNs give citizens a greater say in local government decisions which affect their own communities. PPNs exist in each county to facilitate public consultation and public participation in policy and decision making.

The PPN provides the structure to enable the two-way flow of information between the Council and Community and Voluntary, Social Inclusion and Environmental groups in County Kildare. The PPN facilitates this by electing PPN representatives to sit on various committees within Kildare County Council. There are almost 950 groups registered with the Kildare PPN.

Audit Committee

The Audit Committee is part of the governance framework of the Council and has an independent role in reviewing financial reporting, internal control and risk management. The Committee oversees the work of Internal Audit and approves the Internal Audit annual plan and charter. The Committee reports annually to Council on their findings regarding the audited annual financial statement and auditor's report. The Committee also submits an annual report to Council. The Committee's role is advisory.

Joint Policing Committee (JPC)

Joint Policing Committees have been established to provide a forum where the Local Authority, senior Garda Officers responsible for the policing of that area, the Oireachtas members and community interests, can consult, discuss and make recommendations on matters affecting policing of that area.This is set out in Kildare JPCs 5-year plan. To further support and guide the safety of our communities the JPC has formed a sub-committee to assess and recommend Community CCTV applications.

County Kildare JPC Committee is made up of 33 members and meets 4 times per year:
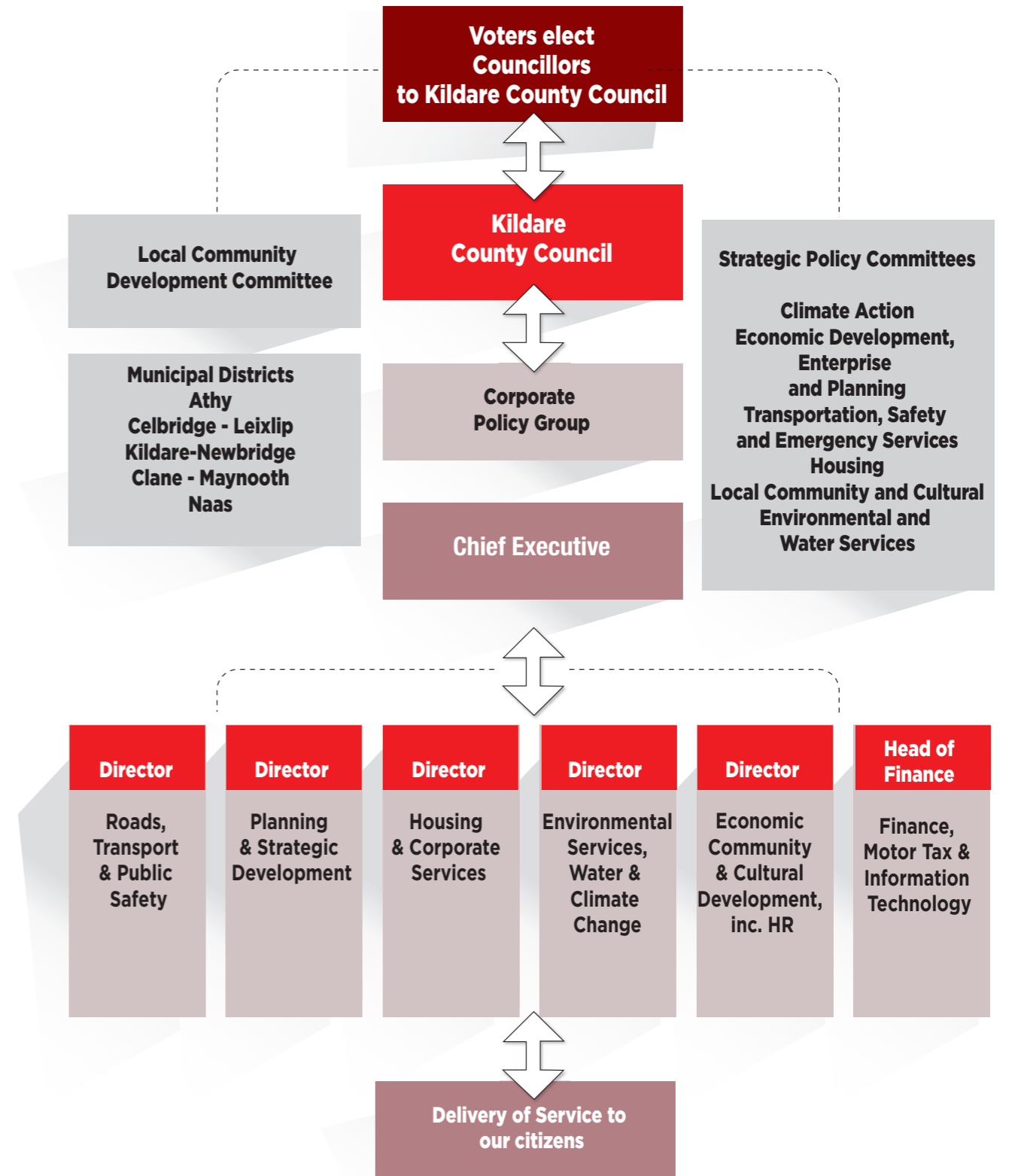
Garda Officers nominated by the Garda Commissioner	2
Local Authority Elected Members	15
Members of the Oireachtas for the Area	7
Local Authority Officials	2
Community Representatives	7
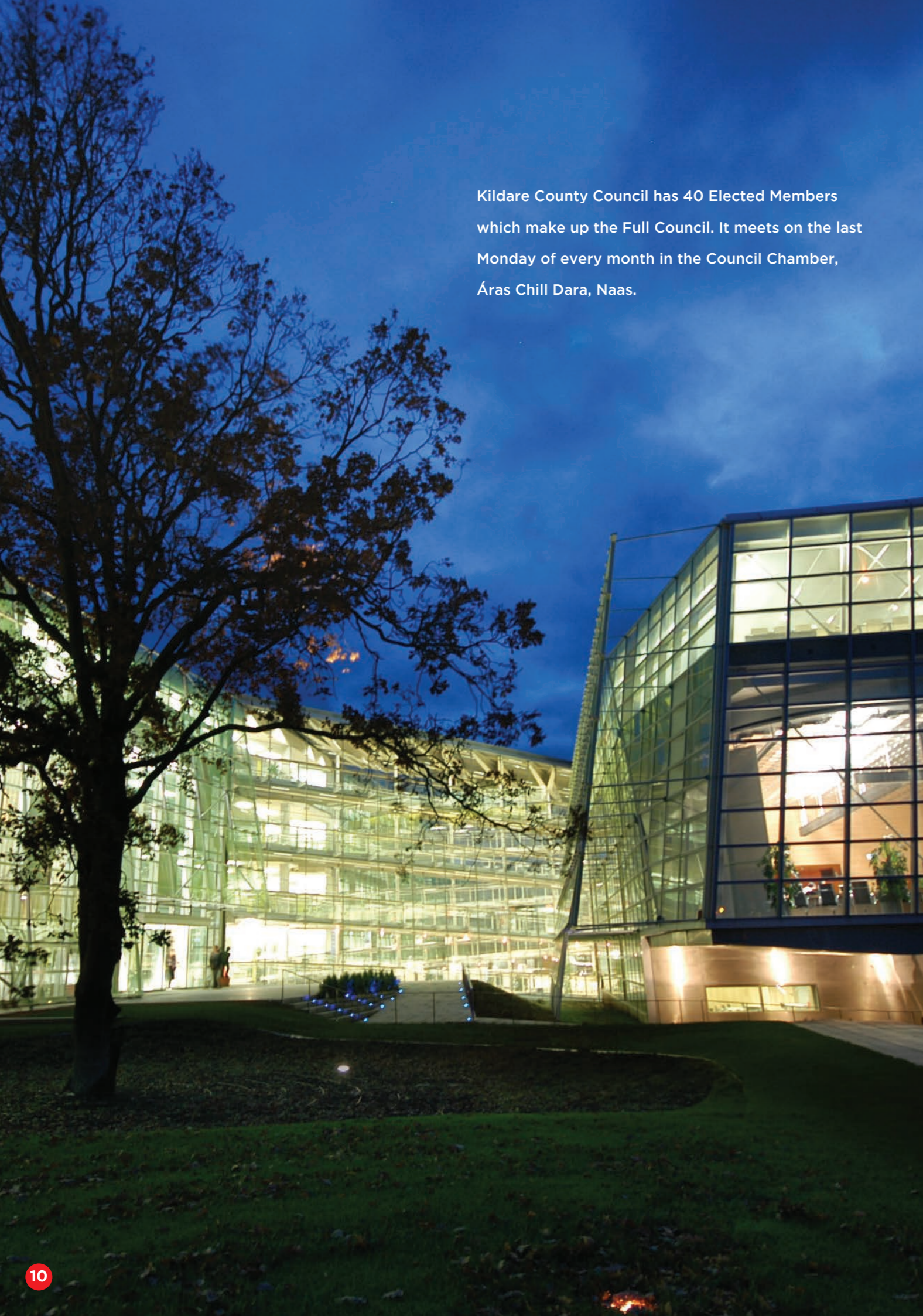
Kildare County Council has 40 Elected Members which make up the Full Council. It meets on the last Monday of every month in the Council Chamber, Áras Chill Dara, Naas.

Local Government in Context

Voters elect Councillors to Kildare County Council

Kildare County Council

Local Community Development Committee

Municipal Districts
Athy
Celbridge - Leixlip
Kildare-Newbridge
Clane - Maynooth
Naas

Corporate Policy Group

Chief Executive

Strategic Policy Committees

Climate Action
Economic Development,
Enterprise
and Planning
Transportation, Safety
and Emergency Services
Housing
Local Community and Cultural
Environmental and
Water Services

Director	Director	Director	Director	Director	Head of Finance
Roads, Transport & Public Safety	Planning & Strategic Development	Housing & Corporate Services	Environmental Services, Water & Climate Change	Economic Community & Cultural Development, inc. HR	Finance, Motor Tax & Information Technology

Delivery of Service to our citizens

Note: The Draft SPC Scheme above is proposed. Public consultation is ongoing.

COMHAIRLE CONTAE
CHILL DARA
KILDARE COUNTY COUNCIL

Councillor
Veralouise Behan
Fianna Fáil

Councillor
Aoife Breslin
The Labour Party

Councillor
Brian Dooley
Fianna Fáil

Councillor
Ivan Keatley
Fine Gael

Councillor
Mark Wall
Labour

Councillor
Bernard Caldwell
Fianna Fáil

Councillor
Michael Coleman
Fianna Fáil

Councillor
Ide Cussen
Non - Party

Councillor
Ciara Galvin
The Labour Party

Councillor
Nuala Killeen
Social Democrats

Councillor
Vanessa Liston
Green Party

Councillor
Joe Neville
Fine Gael

Clane - Maynooth Municipal District

Councillor
Tim Durkan
Fine Gael

Councillor
Aidan Farrelly
Social Democrats

Councillor
Angela Feeney
The Labour Party

Councillor
Darragh Fitzpatrick
Fianna Fáil

Councillor
Peter Hamilton
Green Party

Councillor
Pádraig McEvoy
Non-Party

Councillor
Naoise Ó Cearúil
Fianna Fáil

Councillor
Paul Ward
Fianna Fáil

Councillor
Brendan Weld
Fine Gael

Councillor
Brendan Wyse
Fine Gael

Kildare Newbridge - Municipal District

Councillor
Anne Connolly
Fianna Fáil

Councillor
Suzanne Doyle
Fianna Fáil

Councillor
Kevin Duffy
Fine Gael

Councillor
Noel Heavey
Fianna Fáil

Councillor Fiona
McLoughlin Healy
Non-Party

Councillor
Peggy O'Dwyer
Fine Gael

Councillor
Tracy O'Dwyer
Fine Gael

Councillor
Chris Pender
Social Democrats

Councillor
Robert Power
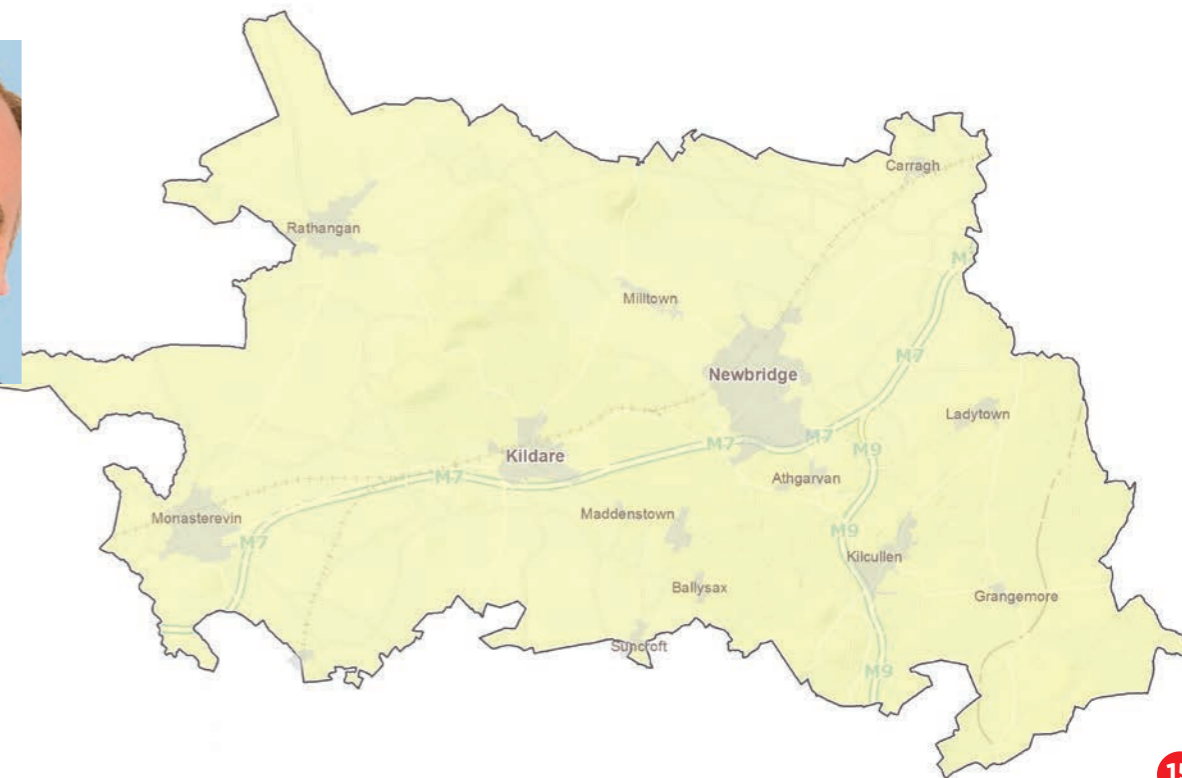Fianna Fáil

Councillor
Patricia Ryan
Sinn Féin

Councillor
Mark Stafford
Fine Gael

COMHAIRLE CONTAE
CHILL DARA
KILDARE COUNTY COUNCIL

Councillor
Anne Breen
The Labour Party

Councillor
Fintan Brett
Fine Gael

Councillor
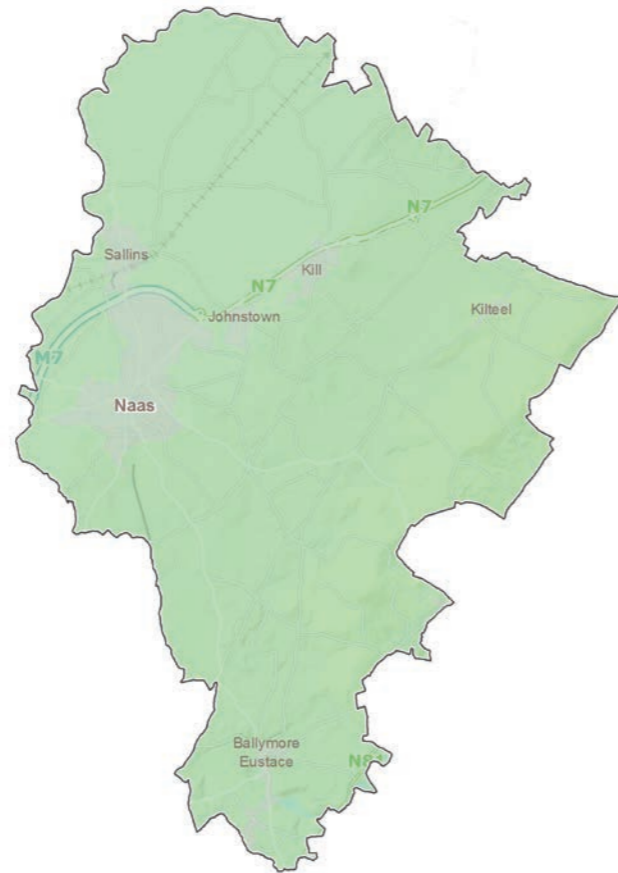Bill Clear
Social Democrats

Councillor
Carmel Kelly
Fianna Fáil

Councillor
Vincent P. Martin
Green Party

Councillor
Seamie Moore
Non-Party

Councillor
Evie Sammon
Fine Gael

ROADS, TRANSPORT AND PUBLIC SAFETY	HOUSING AND CORPORATE SERVICES	PLANNING & STRATEGIC DEVELOPMENT	ENVIRONMENTAL SERVICES, WATER AND CLIMATE CHANGE	ECONOMIC COMMUNITY AND CULTURAL DEVELOPMENT	FINANCE & INFORMATION TECHNOLOGY
Roads Design, Construction and Maintenance for Non- National Roads	Social Housing – Provision, Assessment, Allocation	Forward Planning	Delivery of Water Services as agents of Irish Water	Economic & Business Development Support	Financial Management and Reporting
National Roads Office	Voluntary Housing	Development Control	Flood Alleviation	Local Enterprise Office (LEO)	Debt Collection
Road Safety	Housing Supports	Planning Enforcement	Rural Water Programme	Tourism Development & County Promotion	Motor Taxation
Traffic Management	Grants and Loans	Heritage and Conservation	River Basin Management	Human Resources	Internal Audit
Building Control	Architectural Services	Strategic Projects and Public Realm	Waste Management and Pollution Control	Library Services	Information Technology
Public Lighting	Traveller Accommodation		Special Project – Restoration of Kerdiffstown Site	Community Development and Support	Procurement
Car Parking	Homeless Service		Environmental Awareness	Parks and Landscaping	
Fire Services	Tenant Liaison Services & Estate Management		Enforcement	Sports and Community Centres	
Civil Defence	Housing Maintenance		Risk Management	Arts, Culture & Local History	
Health and Safety	Housing Strategy & Capital/ Acquisitions		Climate Action	LCDC	
Major Emergency Management	Elected Members Services		Veterinary Services		
	Service to Citizens/ Customer Care		Burial Grounds		
	Franchise and Elections				
	Access to Information (Data Protection FOI)				
	Facilities Management				
	Communications and Corporate Publications				

In excess of 3, 000 additional homes delivered through public and private sector activity in the County.

ACHIEVEMENTS

Roads and Transportation
Maintenance/Improvement Projects:
- Completion of N78 Improvement Scheme Phase 1, Athy.
- Funding secured and works commenced for Coughlanstown Slope Failure Remediation Project, Ballymore Eustace
- Celbridge Main Street Public Lighting upgrade

Active and ongoing projects include
- Athy Distributor Road,
- Kildare Town Northern Link Street and South Green Area Access Improvement Scheme,
- Maynooth Eastern Relief Road (LIHAF) and Maynooth Outer Orbital Route,
- Kildangan Railway Bridge Footpath Scheme

New Roads constructed include:
- Devoy Link Road, Naas,
- Section of Southern Orbital Relief Road, Newbridge
- M7 Osberstown Interchange and R407 Sallins Bypass.
- Inner Relief Street, Maynooth facilitating housing development

Sustainable transport progress:
- Road safety and cycle skills programme delivered to schools throughout the County.
- Maynooth Harbour Cycle Scheme and public realm improvements
- Phase 5 of Maynooth North South Corridor Pedestrian and Cycle Scheme completed
- Installation of bus shelters progressing in Collaboration with the National Transport Authority.

Library and Arts Services
- Delivery of an award-winning library in Athy involving restoration of a Dominican Church
- Delivered new technological innovations across the library service – including National Library Management System, Wifi, Self- Service kiosks and range of eServices
- Carried out a service review and increased Library Opening Hours across all locations
- Delivered Decade of Commemoration Strategy, Civic Memorial Policy, 2016 Programme of Creative Ireland Strategy for Kildare

- Delivery of a public art programme that includes the Shackleton commemorative public sculpture, Athy 2016 and IBAL commission Kildare Town 2016

Fire Services & Major Emergency Management
- Energy audits have been undertaken in all Kildare fire stations
- Kildare Fire Service delivered the Schools Programme, an age appropriate fire safety programme, to all of the primary school third class pupils in the county
- Kildare Fire Service has introduced a free Home Safety Check programme which is currently offered to all the older residents of the county
- The Council has strengthened Major Emergency Management capability in updating the Major Emergency Plan and approving a Severe Weather Plan used operationally in our responses to Storms Ophelia and Emma

Housing services
- In excess of 3, 900 housing needs assessments completed
- Establishment of a Traveller Accommodation Unit with delivery of 93% of the targets contained within the Traveller Accommodation Programme up to 2019.
- Establishment of a Homelessness Support Unit and a homeless outreach and tenancy sustainability team.
- Development of a Cold Weather Initiative in partnership with The Peter McVerry Trust.
- Development of a family hub at the Dominican Site, Athy in partnership with The Peter McVerry Trust.
- Establishment of a Private Rented Inspection Unit
- Appointment of a Vacant Homes Officer.
- Choice Based Lettings scheme rolled out to Kildare County Council Housing applicants.
- 66 Rebuilding Ireland Home Loans approved.

Looking Back - Delivering our Corporate Plan 2015-2019

Planning Services
- Adoption of Kildare County Development Plan 2017-2023
- Kilcock Local Area Plan 2015–2021
- Celbridge Local Area Plan 2017-2023
- Clane Local Area Plan 2017-2023
- Leixlip Local Area Plan 2017-2023
- Monasterevin Local Area Plan 2016-2022
- Sallins Local Area Plan 2016-2022
- Athy Town Plan 2012 – 2018 Variations
- Adoption of County Kildare Heritage Plan 2019-2025
- Review of Quarries completed 2019
- Facilitation of regular pre-planning clinics

Environmental & Water Services
- Supported creation of 4 Sustainable Energy Communities
- Provision of grants and supports of over €1.4m to rural water programmes.
- 7 major cemetery extensions
- Part 8 under preparation for a third Civic Amenity facility for the County
- Significant progress on Kerdiffstown historic landfill remediation project with construction stage commencing by end 2019.
- Completed Waste Water Treatment Plants in the County at Osberstown and Kildare Town

Corporate Services
- Creation of a dedicated Elected Members Services Unit that has serviced over 300 meetings in the last five years
- Development of Customer Relationship Management System (CRM) and a dedicated Customer Services Team
- Supported the 2019 Local Elections, electoral boundary changes and significant growth in the Electoral Register
- Creation of an Access to Information Unit comprising a Data Protection Officer and FOI Officer
- Completion of a large number of energy audits and improvements in Council buildings including installation of solar panels at Aras Chill Dara and energy enhancements in Naas Swimming Pool and our libraries.

Community, Parks and Recreation Services
- Establishment of an Athy Water Based Sports Hub
- Launch of Kildare Age Friendly strategy in 2019 and establishment of Celbridge as an Age Friendly Town
- Delivery of Social Inclusion Community Activation Programme (SICAP) annually
- 17 active Twinning Groups throughout the County.
- Annual Play Day organised since 2015 with on average 3,000 children participating

Economic Development and Enterprise
- Awarded €1.9m under European Regional Development Fund (ERDF) to build a Mid-East Regional Innovation Think Space (MERITS) for entrepreneurs to base themselves in Kildare
- In 2018, Kildare LEO Launched Kildare Food Chain 50 food producers, suppliers and service companies which provides training mentoring and networking to Kildare's food Chain
- In 2018 and 2019 Kildare LEO backed companies were the overall winner of the National Enterprise Awards (Pestle and Mortar, 2019 and Terra Ltd., 2018)
- Offers were made to 277 Businesses in connection with Shop Front Grants

Finance
- Annual Revenue Budgets 2015, 2016, 2017 2018, 2019
- Annual Capital Programme 2015-2019
- Annual Financial statements 2014-2018
- Appointment of Procurement Officer
- Upgrade from Head of Internal Audit to Head of Internal Audit and Corporate Governance.
- Launch of office 365 to all sections
- Pilot site for National E-Invoicing for Local Authorities
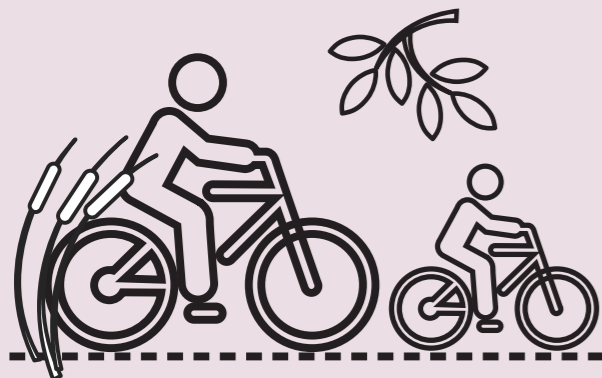- Rates Revaluation of the County in 2017
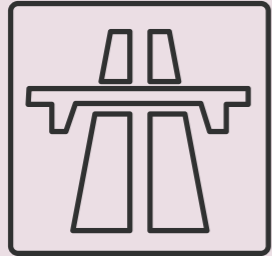
Delivery of Naas - Newbridge M7 UPGRADE
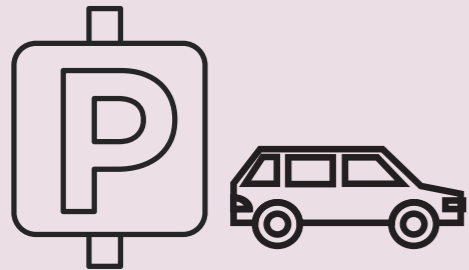
185 EXTRA CAR PARKING SPACES
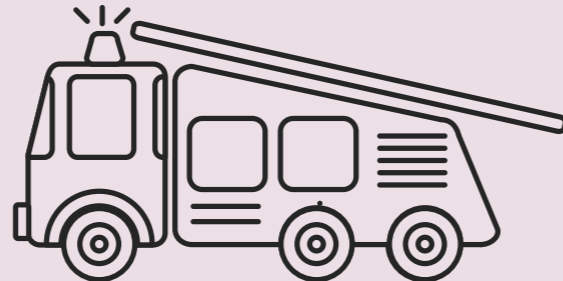for Naas and Kilcock – 7 Towns with Pay Parking

Maynooth-Westmeath Cycleway Opened
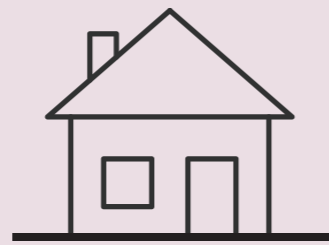Construction and design progressing – Greater Dublin Area Cycle Network and Royal Canal Greenway

2,500 KM ROAD NETWORK
Delivery of Multi Annual Road Improvement and Restoration Programme for our 2,500km regional and local road network

PROTECTING OUR COMMUNITIES
from our 6 firestations in the County

3,000 ADDITIONAL HOMES
Delivered through Public and Private Sector Activity throughout the County

1,600 Houses Allocated 2015 – June 2019

2,000 New tenancies with Housing Assistance Payments
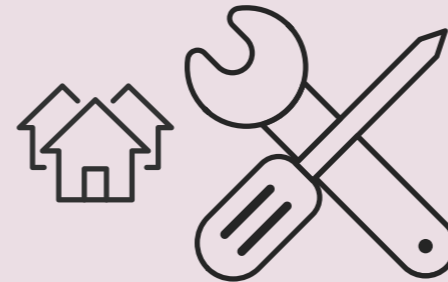
€30 MILLION
Housing maintenance and repair
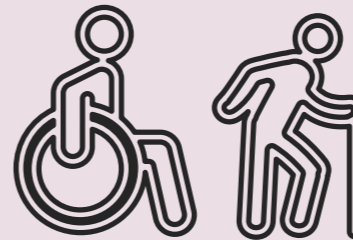
1,800
Grants comprising Housing Adaptation Grants, Housing Aid for Older People and Mobility Aid Grants

1,100 Pre-planning meetings

6,960 Planning applications processed since 2015

Almost **4,000** Housing units granted since 2017

17 Local Authorities Climate Strategies
Co-ordinated through Kildare's Regional Climate Office.

COVENANT OF MAYORS ADOPTED
Climate Resilient Kildare Adopted
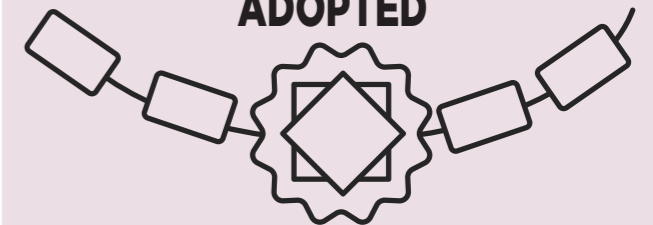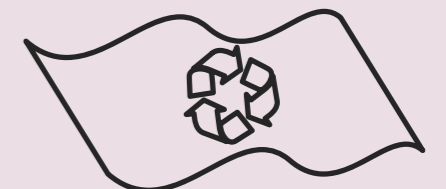
130 + Schools
in Green Flag Programme

Now over
40 Bottle Banks
in the County

COMHAIRLE CONTAE
CHILL DARA
KILDARE COUNTY COUNCIL
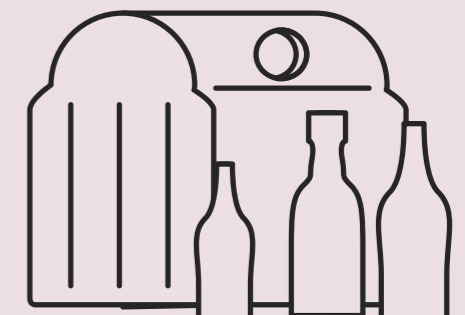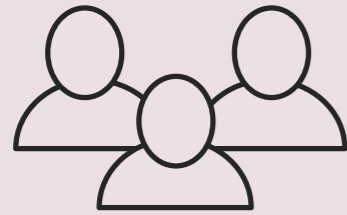
+930 Community
and Voluntary Groups
in our Public Participation Network

**111
Active registered
Residents Associations**
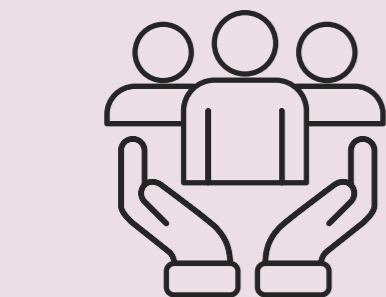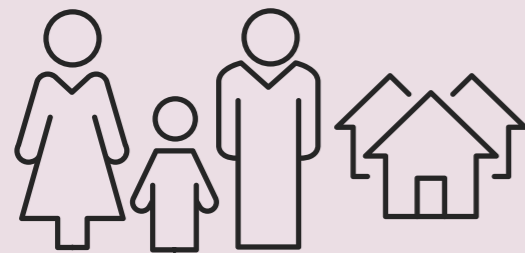
€2million
in 1,000 Community Grants
Every year
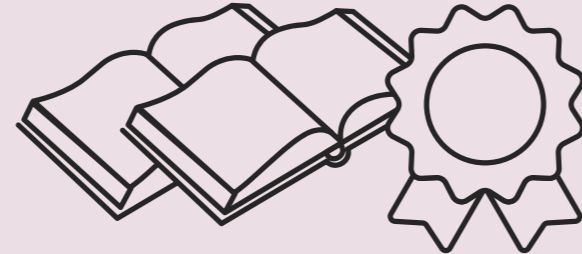
**Best Library Service
2017 & 2018**
Chambers Ireland Local Govt. Awards
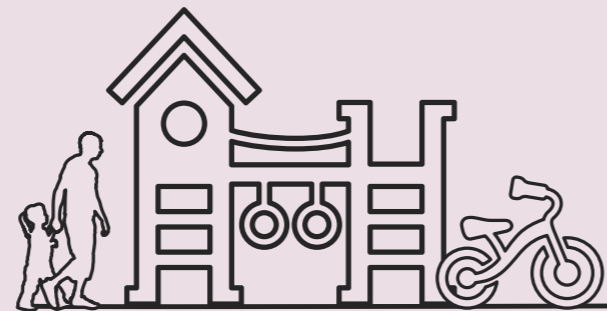
**30
Playgrounds**
+ 11 Outdoor Gyms
+ 3 Skateparks

3,000 children
on average participating in
Annual Play Day organised
since 2015
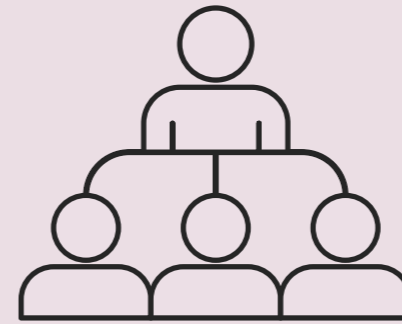
**5390 people in
353 Business Training
Courses 2015-18**

**1600 people in
585 Business mentoring
sessions**
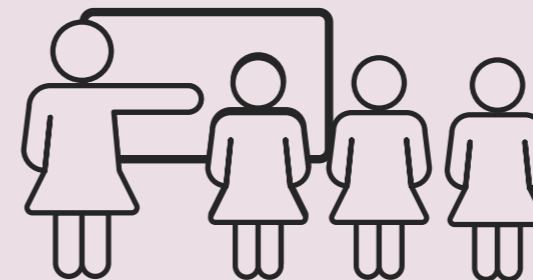
3034
participants in 72
Women in Business Network
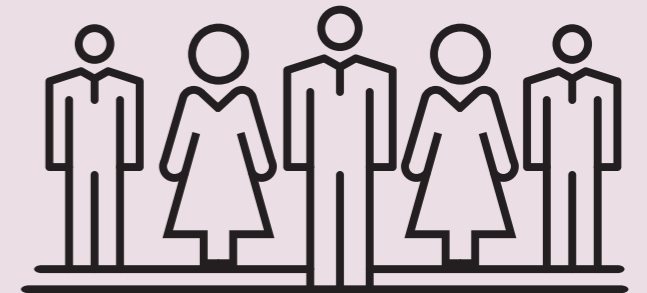
+738 jobs
From LEO supported businesses
the end of 2018
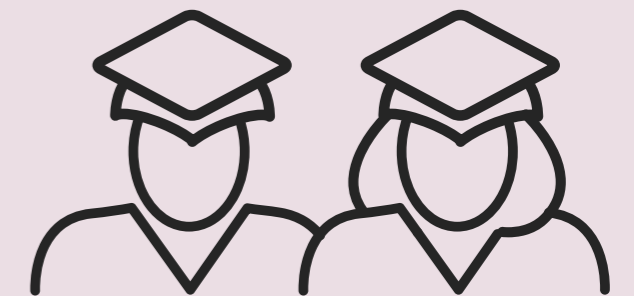
5562 students
in our Student Enterprise Events
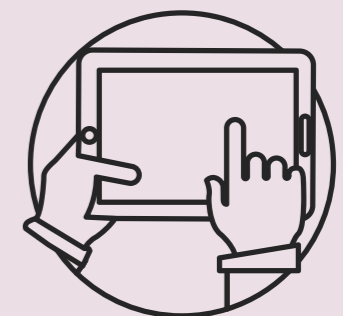
**112
Trading online**
Vouchers approved

Working at the heart of communities, the ever-changing environment in which we work is influenced by many factors critical to our success.
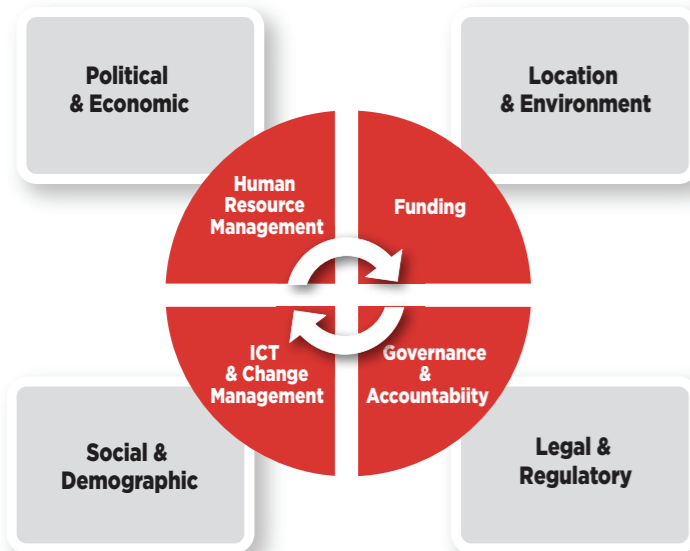
Political

Positioned as the second tier of government in Ireland, the Council is responsible at local level for implementation of policies arising from the priorities of Government. Project Ireland 2040 informs supporting plans such as housing through Rebuilding Ireland, climate and environmental protection in the National Climate Change Adaptation Framework. The National Planning Framework, transport policy through the Greater Dublin Area Transport Strategy and economic policy, including Enterprise 2025 and the Regional Enterprise Plan. Equally priorities in reform of local government reflected in Putting People First, Our Public Service 2020 and eGovernment Strategy 2017–2020 must be delivered. Our Public Service 2020 strongly informs our Plan, with its 18 key actions influencing all our activities.

At the time of the publication of this Plan it is apparent a general election is likely in the short term. The Council may need to re-visit this Plan to reflect changing priorities emerging from the next government. Also, at present Brexit remains a major uncertainty for the economic future of the state and the Council will continue to prepare for the likely impacts that arise, including "Getting Business Brexit Ready" activities through our Local Enterprise Office.

OUR PUBLIC SERVICE 2020: HEADLINE ACTIONS

DELIVERING FOR OUR PUBLIC

1. Accelerate digital delivery of services
2. Improve services for our customers
3. Make services more accessible to all
4. Significantly improve communications and engagement with the public
5. Drive efficiency and effectiveness

INNOVATING FOR OUR FUTURE

6. Promote a culture of innovation in the public service
7. Optimise the use of data
8. Build strategic planning capability
9. Strengthen whole-of-government collaboration
10. Embed programme and project management
11. Embed a culture of evidence and evaluation

### DEVELOPING OUR PEOPLE AND ORGANISATIONS

12. Embed strategic human resource management in the public service
13. Mainstream strategic workforce planning in the public service
14. Continuous and responsive development
15. Strengthen performance management
16. Promote equality, diversity and inclusion
17. Increase employee engagement
18. Review public service culture and values

Economic

The improving economy has impacted development levels and housing costs, however with supply still behind population growth, this will continue to present major challenges. While the economy has gradually recovered, there are uncertainties from Brexit and international trade developments. To withstand future shocks there is a need to ensure Council finances and our ability to meet citizen's needs are on a sustainable footing. In this regard our activities in attracting investment and supporting and growing local businesses can play an important role. Since 2014 local authorities are more active players in facilitating employment and supporting business.

Our economic base comprises 92% SMEs. We recognise that, as stakeholders in our County's prosperity, supporting businesses through our Local Enterprise Office, Kildare Fáilte and the delivery of enabling infrastructure, in turn supports the Council's funding and our capacity to deliver services to the entire community.

While Kildare has the second highest rate of Foreign Direct Investment nationally, the challenge will be sustaining this position in competition with growing urban economic areas in Ireland and elsewhere and to convert FDI into increased employment in our County.

The Council's actions in economic policy can play a part in mitigating risks to our local economy. In this regard the Council in 2020 will develop a five-year Economic Strategy that supplements our LECP and identifies actions and targets in the area of Foreign Direct Investment FDI, SME supports, Equine Industry Tourism, Retail, Education, Green Economy, Agri-Food together with Public Realm and infrastructure projects to revitalise the local economies of our towns, villages and rural hinterlands.

Our strategy will ensure consultation and alignment with the Regional Spatial and Economic Strategy developed by the Eastern and Midland Regional Assembly. Realising opportunities from our strategy will strengthen the sustainability of funding to the Council and enable reinvestment in supporting infrastructure and services that enhance quality of life of all.

Location – Greater Dublin Area – Challenges and Opportunities

Kildare's proximity to Dublin remains a dominant factor that presents opportunities but also challenges. Located on Dublin's doorstep, there are economic opportunities in positioning the county as an investment location with excellent national transport links, proximity to a large educated workforce and to Dublin Airport and Port, and hence to global export markets. Equally however there are risks that country's major motorway network will merely facilitate non-stop through traffic on route to employment centres in Dublin.

As a county with the country's major motorway network and with 40% of our workforce commuting through the county, there are significant challenges presented[3]. These range from attendant environmental effects, pressure on our transport infrastructure, loss of spend in local towns and negative impacts on the quality of life of our citizens. In this context, strategic investment and employment opportunities along the motorway corridors of our County mitigate these negative impacts.

[3] *Kildare 2016 Census Profile.*

Legal, regulatory and oversight.

Implementation of national and EU legislation occurs at the level closest to the citizen through local authority activities. The Council acts as an agency responsible for monitoring and enforcement of EU and national laws especially in the environment, planning and building control areas.

In addition, the Council as an organisation is subject to a range of legislation that requires it to demonstrate compliance, governance and accountability in areas such as Data Protection, access to information, financial management and audit, performance reporting and procurement. In this regard the Council shall ensure it continues to access professional services and guidance of regulatory bodies to interpret, comply with and where necessary enforce relevant legislation.

Environment: Climate Change and sustainability

Experience of the last five years indicates that the frequency and severity of weather events will demand greater planning and responsiveness in the next five years. Our Climate Change Adaptation Strategy and its 120 key actions along with the Covenant of Mayors, and Climate Charter commit the Council to ensuring services can meet this growing challenge in a sustainable and climate friendly manner.

In addition to ensuring a resilient service to meet emergencies arising from climate change, the Corporate Plan also commits the Council to fundamentally revising its operations and acting to mitigate and adapt to climate change through a range of actions outlined in the supporting strategies of this Plan and in our Climate Change Adaptation Strategy and the Covenant of Mayors, for which a Sustainable Energy and Climate Action Plan (SECAP), will be developed.

Rising and changing demand from population growth also challenges a sustainable future for the county and will increasingly impact on the way the Council operates. Kildare is a growing county and as such pressures of traffic management, pollution, road maintenance and environmental enforcement will continue to grow and must be managed carefully. In the midst of these challenges, protecting, preserving and facilitating sustainable access to our built and natural heritage will be crucial for both environmental, economic and health benefits for current citizens and future generations.

External Operating Environment

The concentration of employment and development in core centres close to sustainable transport can facilitate major investment and is a central planning policy.

Our planning and economic policies need to leverage investment and transport opportunities that will enhance the quality of life of all our citizens and continue to make the county an attractive investment location. Our efforts over the next five years must focus on delivering the economic, social and environmental benefits of reducing the need to commute for work. Equally however, in the north eastern part of the county (where almost 75% of the County population live), there may remain inevitably higher levels of commuting, given proximity to Dublin. The Council will therefore work with national agencies to seek to deliver public transport and sustainable modes of transport. Proximity to Dublin also affects the cost of housing in the county and in turn the decisions people take about where to live. While there has been a traditional divide between the more densely populated north eastern part of the county and sparsely populated centre and south, this has started to change.

The increasing cost of housing in Dublin is resulting in population growth in the formerly less populated towns in our county where housing is relatively more affordable. It is imperative that the resulting pressure upon services from this population growth is responded to by the delivery of community infrastructure in these changing population centres.

Keeping the County moving safely and sustainably is of growing importance and investment by the Council and partner agencies to enhance access to public transport options and cross connections, as well as rural transport options, will be crucial to realise economic, social and environmental goals.

Population trends and service responses

County related analysis on the 2016 census, conducted in association with the All Ireland Research Observatory (AIRO) is available online. This data and its underlying trends inform our evidence-led strategic planning. Analysis of population trends suggests the county is likely to see further growth at both ends of the age spectrum. Growth has not yet been matched by essential services and our efforts must focus on closing this gap and in the interim managing increasing pressure on existing infrastructure and services.

The County at the last census has the youngest population in the state. This affects all services particularly social and community infrastructure such as housing, open spaces, play facilities, age-specific social inclusion projects, community buildings and libraries.

At the other end of the spectrum the population over 65 is up by 32% in 5 years and now makes up 10% of our population. A focus upon age friendly projects and accessibility in towns and villages must address this so all citizens can safely participate in normal economic and social activities.

While the housing vacancy rate reduced by over 25% in the period 2011-16, a changing and growing population places pressure upon the volume and type of housing options we must deliver. It is apparent that is it not only our young and growing population that will place demands on housing solutions. The County's socio-economic profile is a major factor, that will continue to place massive pressures on the Council's need to build and maintain social housing, and continue to offer the services needed to our tenants

| Social related tenancies up 18% (2011-2016) |
| Direct Social Housing 6% (Nat Avg 9.4%) |
| 3rd highest no. of private rented households |
| 4,000 in receipt of social rent support |
| Highest house costs outside Dublin & Wicklow |

The Council will continue to strategically manage its assets in the form of managing vacancy rates, servicing zoned land to address the pressure upon housing in the County, and increase supply through initiatives such as LIHAF and delivering our Capital and Leasing Programme. The Council's Housing Strategy 2017-2023 will be revisited in the lifetime of this Plan and will be reflected in updated supporting strategies in the Corporate Plan as required. The county's population growth will require significantly increased housing development. It is imperative that in meeting this demand that standards are maintained.

The role of the Council will be vital in planning enforcement and regulating design and construction of new or altered buildings, to ensure they are compliant with fire safety, accessibility and proper planning and building control requirements. In this regard overseeing the continued use of the online National Building Control Management System by developers, and construction and design professionals is imperative.

Social Inclusion and evidence led investment

The Local Economic and Community Plan (LECP) includes a range of measures aimed at tackling disadvantage and social exclusion. Collaboration of state agencies and the voluntary sector with the Council, LCDC and the PPN is reflected in the supporting strategies and appendices in this Plan. Continued delivery of projects aimed at addressing exclusion in towns and more rural areas will be pursued through both through the Social Inclusion and Community Activation Programme (SICAP), Kildare Rural Leader Projects and the Town and Village Renewal Scheme.

The wide range of free events and services delivered through our Arts, Culture and Libraries services also play a role in supporting life-long learning and the well-being of all citizens.

With over 10% of the population comprising non-Irish nationals we also need to continue our extensive and positive work in social integration and community building. The Council will during the lifetime of this Plan, develop a framework to meet our obligations under the Irish Human Rights and Equality Commission Act 2014.

While positive actions have already taken place relating to disability access, our Traveller and Roma Strategy, a completed assessment of human rights for Travellers, privacy rights and social inclusion, a formalised assessment of the equality and human rights issues relevant to our functions is needed.

Despite an overall increase of 19.4% in our population (2006-2016), research from the All Ireland Research Observatory (AIRO) relating to the 2016 census identified vulnerabilities to the future wellbeing of our citizens. In short it is apparent that certain social infrastructure and supports are behind population growth.

Using the data resources available, this Council through its executive and Elected Members, will continue to take an evidence-led approach in strongly advocating for projects and resources in its collaboration and dialogue with Government Departments and other state agencies.

#ImIncluded

Public expectations – Visibility, engagement and communications

Council services and roles have changed since the recession. While fewer customers have a direct service-relationship with the Council we still rely upon funding from local sources i.e. Local Property Tax– (LPT), rates, development contributions and other payments. A recurring issue in recent consultations has been the need for better and more frequent communication and consultation by the Council.

There was also found to be a lack of understanding of our services and role. The public are our stakeholders, however the relevance of the Council to people's lives is less understood. In this regard it is important to deliver services but also build awareness of our services and their impact. This visibility, transparency and accountability can be supported by increasing community participation through the Public Participation Network, the growing role of Municipal Districts in service delivery and improved consultation methods.

Clearly, with a population of over 36% aged 0-24 we must meet the challenge of reaching and engaging with a younger group of citizens whose lives are shaped by the decisions we have taken and will take. The Council's website will be re-developed during this Plan along with new online consultative platforms and a revised Communications Strategy. As part of the proposals to improve communications a dedicated Communications Unit is planned.

Human Resource Management (HRM)

Local authorities are at the forefront of the process of modernisation in the public service. Central to the delivery of the Corporate Plan and this challenging agenda is the need to attract, retain, train, upskill and utilise human resources effectively and flexibly. While the county has the 5th highest population in the state Kildare County Council has the 2nd lowest number of staff per head of population (262 people per staff member, compared with a national average of 177, based on the 2016 Census). In this regard implementation of the Performance Development and Management System (PMDS) and sectoral HR policy in the form of the Local Authority People Strategy is vital to maximise performance.

The Performance Development and Management System (PMDS) and the Management, Departmental and Personal Plans within this system assign the roles, actions and objectives to each staff member and this brings our Corporate Plan to life. PMDS will ensure staff understand their role in corporate objectives and that performance is continually monitored and discussed.

The Local Authority People Strategy focuses on the people implications of key organisational issues facing local authorities and sets out a roadmap for management of human resources, to support business goals and ensure a motivated and committed workforce equipped to provide optimum standards of service delivery.

The People Strategy will ensure that we:

Plan for our future workforce requirements

Attract, recruit and retain the people that we need

Build capacity and competence to effectively deliver on our current and future services

Create culture of continuous learning and development

Support succession planning

Continue to foster a culture of dignity, respect and fairness

Enable and empower a motivated and committed workforce to provide a quality service.

A key principle underpinning the People Strategy is to align it with the business needs of the Local Authority and align it with the Corporate Plan cycle over the next five years. This will facilitate a dynamic approach to accommodating emerging needs.

Information Technology and Change Management

Putting People First, the eGovernment Strategy 2017–2020 and local factors such as the County's youthful population and the high number of commuters in the County mean we must innovate to make it easier for people to interact with us. This demands greater use of social media, e-Payments, mobile apps and online consultative platforms.

Over the lifetime of the Plan the Council will:

Customer Service - revise Customer Relationship Management (CRM) solutions to support self-service, e-payment and service responses

Communications - implement a web-based consultation solution and enhance communication related to planning, emergency and other services using multiple channels

GIS and Data Sharing- further explore use of GIS to identify challenges to services and plan services and infrastructure. Explore the potentials for strategic data sharing in accordance with the Data Sharing and Governance Act 2019

Data Protection- comply with data protection by ensuring privacy by design is built into systems and continue to protect security of data and offer robust detection and preventative measures to combat cybercrime.

Robust Infrastructure - Continue to develop our IT wireless network which connect our forty-remote locations, to enhance resilience and security and upgrade our connection to the Government network to ensure resilient and secure infrastructure to deploy cloud solutions. Deploy a new Storage Area Network (SAN) upgrade to provide on-premise solutions to storing council electronic data in a secure and resilient fashion and provide enhanced disaster recovery.

Democratic Mandate- support our Elected Members through the provision of IT equipment, upgrading technology in our Council Chamber, maintaining our Membersnet, developing systems to better manage representations.

In the area of customer service the implementation of standardised national descriptions for all services, currently ongoing as part of the National Service Catalogue, also has the potential to ensure consistency in the management of information on networks, websites, CRMs and financial management systems, in turn making customer service more efficient and access to information for self-service easier. This standardised approach will also facilitate the expansion of comparative national performance indicators to measure our customer service.

In this regard and in the context of the ongoing replacement/revision of our CRM, a specific suite of metrics will be developed to measure our customer service. The Council are also researching the potential use of internal Service Level Agreements (SLAs) to set out and manage the respective customer service roles of each Department

Funding.

There are a range of factors specific to Kildare's funding position that are likely to affect our capacity to deliver services. It is the case that funding from central government to this County is lagging behind our ever-growing needs.

79% of our c€60m rates income comes from 14% of our properties, which creates a financial risk to the Council due to a reliance on a small number of large ratepayers. Analysis of the 2016 census data by AIRO has identified compelling challenges for our County. Kildare has a road network of over 2,500km to maintain, which is heavily used by over 40,0000 people commuting from Kildare to work in Dublin. Kildare's rates income per head of population is 11th in the national table.
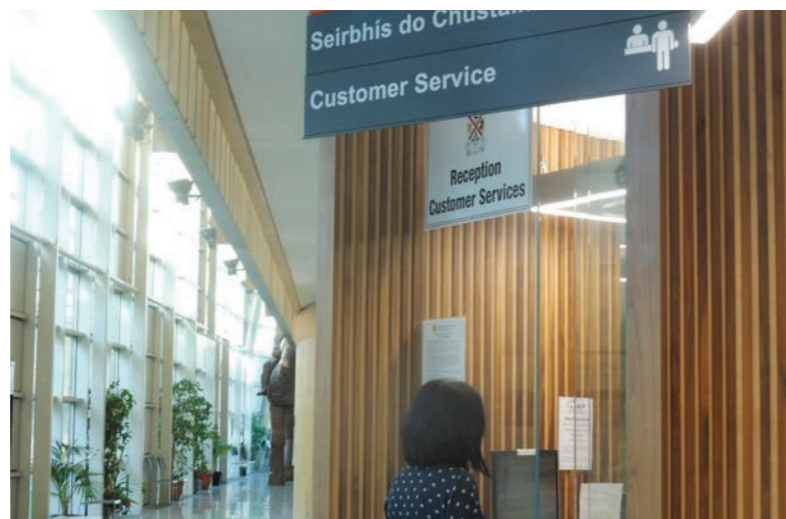
While Kildare sustains the maintenance costs of facilitating road access into the Greater Dublin Area, it is the case that with a large commuting population that many businesses outside Kildare are benefitting from the Council's maintenance of the road network. In addition, other local authorities benefit from the rates collected from these businesses in their counties.

In this situation while Kildare must pay to maintain the road network facilitating businesses outside the County it must also provide the social community infrastructure from our growing and dependent young population. This presents significant pressures to our finances.

Kildare residents are not benefitting proportionately from a fair allocation of central funding based on comparative data. Kildare County Council is seeking to maintain basic services in the midst of major population growth while not being in receipt of a proportionate allocation of funding from central government based upon the indicators used to determine funding allocation to local authorities.

In the context of the above the success of our Economic Strategy in attracting FDI, indigenous new investment, together with sustaining indigenous companies, will be crucial in order to strengthen our business community to offset any future challenges. These activities also strengthen our income streams and sustain services. Responsible financial management and actions to leverage funding from central government departments, EU schemes and other agencies are also essential to ensure robust funding to provide enabling infrastructure for our growing County.

Governance and accountability.

Public confidence in our performance is essential. Making accountability work involves governance structures, transparency around expenditure and decision making, information management, compliant procurement and value for money oversight. This is crucial to reassure the public that we are using public funds in a responsible, targeted and effective way. This is more relevant since the introduction of LPT and in the context of the recession which gave rise to greater scrutiny of public spending generally. The Audit Committee is responsible for oversight of relevant governance policies and works closely with the Head of Internal Audit and Corporate Governance.

Risk management is also key, with each department recording and monitoring risks over a range of key areas. Maximising our impact in services and projects requires a whole of government collaborative approach. In this regard the Council are party to multiple Service Level Agreements with other agencies and local authorities. These SLAs define the roles of each party and the expected deliverables that drive the delivery of service.

To more closely monitor and manage performance under these SLAs the Council will develop a register of SLAs in 2020. The Council will continue to pursue opportunities for efficiencies from shared services and shared procurements such as those developed and co-ordinated through the sector's Programme Management Office, and the Office of Government Procurement (OGP).

Extensive information on our public reporting of our performance is available in the section of the Plan on Implementation and Reporting.

Public consultation

The Corporate Plan has been developed based on an open, informed and consultative approach. In accordance with Section 134 of the Local Government Act, 2001 the Council conducted a consultation process in the preparation of the Corporate Plan 2019-2024. Consultation was in the form of an online survey and an invitation for people to make submissions.

This was promoted online through Kildare County Council website, social media channels, newspaper advertisements, via channels in our libraries, the Local Enterprise Office, and the Public Participation Network (PPN). The online survey generated 215 responses from Kildare residents providing opinions and views.

In Your Words

Values

- Building Communities
- Social Inclusion
- Quality Customer
- Transparency
- Progressive
- Innovative
- Efficency
- Value for Money
- Equality
- Acessability
- Inclusive
- Accountable
- Communication

Priorities

- Climate Change
- Traffic Management
- Support Communities
- Housing
- Transport
- Environment
- Greener Kildare
- Parks
- Roads Maintenance
- Recycling
- Support Enterprise
- Sustainability
- Social Inclusion
- Dissability Access
- Playgrounds

Our Core Values

Our values guide us. They define the way we want to be and to act to enable us to make the lives of our citizens better.

In fulfilling our mission and pursuing the implementation of this plan, members and staff wll be guided by the following core values:

ACCESSIBLE
Approachable.
Easy to Use

ACCOUNTABLE
Takes Responsibility
for Actions

ADAPTABLE
Flexible and Open
to Change

COURTEOUS
Polite & Respectful

INCLUSIVE
Fairness &
Equal Opportunity

INNOVATIVE
Forward Looking
& Collaborative

SUSTAINABLE
Serving today,
protecting tomorrow

TRANSPARENT
Informed Cooperative
& Open

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."

COMHAIRLE CONTAE
CHILL DARA
KILDARE COUNTY COUNCIL

1. Leading a climate resilient Council
"Building climate change resilience, action and sustainability into services and infrastructure, while protecting and promoting our natural and built environment for the safety and well-being of present and future generations".

1.1 To protect, conserve and promote our County's natural and built heritage & identify and support biodiversity for the benefit of our policies, people and our environment.

1.2 Collaborate with agencies to strengthen our ability to sustain responsive and effective operations and services to reduce the impacts of extreme weather conditions and climate related emergencies.

1.3 Ensure over the lifetime of the Corporate Plan that climate adaptation and resilience is mainstreamed into the Council's policies, buildings, infrastructure and operations to reduce energy demand.

1.4 Collaborate with agencies to reduce the risks and impacts of flooding events and facilitate appropriate mitigating projects.

1.5 Drive climate change action and environmental protection through organisational and community awareness, supports, research and facilities.

1.6 Ensure continued robust enforcement, licensing, certification and regulation in environmental protection, planning, building control, fire safety and public health and safety in order to support our citizen's quality of life and the built and natural environment.

1.7 Continue to improve and maintain the appearance of our County with the cooperation of our communities.

1.8 To protect and improve water quality through implementing River Basin Management Plans and supporting the Multi Annual Rural Water Programme for the County.

1.9 Support and incentivise positive community actions that improve our environment and mitigate climate change.

1.10 Reduce energy demand and carbon consumption in our housing and public lighting infrastructure

1.11 Develop and incorporate a programme to increase management of amenity areas to mitigate and adapt to climate change and benefit biodiversity subject to funding and resources.

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."

2.1 Grow employment by supporting existing SME's growth and innovation plans, while maintaining a supportive environment that attracts and supports entrepreneurship.

2.2 Work with strategic partners to deliver infrastructure and promotional campaigns to attract, and expand foreign direct investment and major indigenous companies.

2.3 Support and promote growth opportunities for the equine industry in recognition of its central place as a unique feature of Kildare's identity.

2.4 Collaborate with local providers, communities and strategic agencies to develop, package and promote our tourism offering and leverage our location as part of Ireland's Ancient East, on Dublin's Doorstep.

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.

2.6 Support and promote growth opportunities for the Agri-food & Drinks sector in recognition of its strength as a key economic driver in County Kildare.

2.7 Develop and leverage opportunities for community, cultural and economic developments through Twinning and strategic engagement with our Diaspora.

2.8 Continue to work with partner agencies to support rural communities through skills development, enabling broadband delivery and supporting employment opportunities aligned to a rural lifestyle and setting.

2.9 Working in collaboration with all education stakeholders, to encourage and support skill development and talent retention required by employers in all sectors.

2.10 Support creativity, innovation and enterprise in Kildare through effective stimuli for local entrepreneurship to leverage the innovative capacity of the County and retain talented people.

2.11 Promote key aspects of the Green Economy including the adoption of appropriate alternative, sustainable and smart energy solutions including co-working hubs.

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."

3.1 To increase and maintain housing provision in Kildare in line with the national objectives of "Rebuilding Ireland: Action Plan for Housing and Homelessness" and to strive to achieve social housing targets and delivery of affordable housing.

3.2 Implement the Traveller Accommodation Programme 2019-2024 and support members of the Travelling community, who have been approved for social housing, to access and maintain housing supports including culturally appropriate housing.

3.3 Continue to work with regional and sectoral partners to reduce the numbers of people who need to be placed in emergency accommodation, by increasing availability of housing stock and working closely with approved housing bodies and advocacy groups to reduce the numbers who find themselves homeless or at risk of being homeless, and enable people to sustain their tenancies.

3.4 To maximise availability and utilisation of housing through repair/refurbishment of vacant units.

3.5 To provide suitable, accessible social housing and housing supports for older persons and people with a disability and to support home owners to carry out necessary adaptations/improvements to enable them to continue residing in their home.

3.6 Implement our anti-social behaviour strategy in order to prevent the occurrence of anti-social behaviour, by encouraging tenant participation in estate management and fostering the development of balanced communities.

3.7 Facilitate access to social housing, and other supports, where applicants have demonstrated eligibility with the necessary criteria.

3.8 Facilitate and promote excellence in architectural and urban design and maintain development controls to support sustainable and quality built environments.

3.9 Plan for the needs of our growing population by identifying strategic sites and supporting sufficient supplies of zoned serviced land to deliver sustainable communities.

3.10 Work with partner agencies to identify, plan and deliver social infrastructure such as schools, childcare, medical services, recreation and community facilities to meet the needs of our young, growing and diverse population.

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."

4.1 Enhance social inclusion and community participation and development through training, awareness, capacity building, community grants and awards in collaboration with the PPN and LCDC.

4.2 Collaborate with relevant agencies to support the development of children and young people through accessible youth-specific facilities, childcare, recreation, sports, education and health services.

4.3 Continue to support the active inclusion of people through the delivery of Age Friendly Programmes in partnership with the National Shared Services Centre.

4.4 To facilitate the provision of recreation, sports and open space facilities in the County and educate and build the capacity of the entire community to participate in healthier lifestyles.

4.5 To evaluate, address and report upon the Council's compliance with the public sector duty under the Irish Human Rights & Equality Commission guidance.

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

4.7 Collaborate with communities and strategic partners to identify educational deficits and facilitate and encourage opportunities for participation in education and learning at all life stages.

4.8 Oversee and collaborate with partner agencies in the LCDC to implement a joined up, cross sectoral approach to local and community development programming, particularly targeting the most excluded.

4.9 To protect our citizens from fire through efficient and effective emergency services that co-ordinate with other response services when emergencies occur.

4.10 To support Irish language and culture through implementing our Irish Language Scheme and related events and supports.

4.11 Promote and recognise cultural differences in planning and decision making by understanding needs, agreeing actions and including more diversity in decision making structures and policies.

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."

5.1 Optimise connectivity and ease of access within and through the County by planning, development, maintenance, upgrade and management of a safe road network.

5.2 Promote and support the use, development and maintenance of sustainable transport alternatives including walking, cycling and public transport in collaboration with key transport stakeholders and agencies.

5.3 Continue to provide infrastructure and facilities including car parking solutions, that support accessibility, commuters and the economic life of our towns and villages.

5.4 Support the development of a Digital Strategy that enhances our County's economy by enabling rollout of broadband and telecommunications infrastructure by relevant providers.

5.5 Facilitate and support Irish Water in their delivery of significant capital investments in the County.

5.6 To ensure planning policy and development management support consolidated urban development and the reuse and regeneration of land and buildings in order to make the provision of key public services sustainable.

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."

6.1 Provide a best practice health and safety culture through staff training and proactive monitoring and reporting.

6.2 To ensure value for money in procurement activities through staff training, compliance with national procurement policies and participation in shared procurement initiatives.

6.3 Support organisational effectiveness, training and continuous professional development, staff well-being, innovation, flexibility and performance by implementing the sectoral People Strategy.

6.4 Utilise ICT to reduce costs, improve operational efficiency, expand online and Cloud enabled services to make it easier for customers to access services and information.

6.5 Support local democracy and the interests of the community by assisting the role of Elected Representatives and by growing voter registration.

6.6 Support the continued roll out of the local government reform agenda and initiatives in the area of shared services and other changes.

6.7 Continue to support strong audit, financial, risk, data and corporate governance and reporting systems to build public confidence, maximise efficiency and ensure compliance with our obligations.

6.8 To work alongside key partners to strategically use data to make informed, transparent and evidence-led decisions, to inform service and infrastructure needs, and advocate for our County from a strong evidence base.

6.9 Review and improve our communications channels to deliver timely and useful information that makes it easier for customers to access services and information.

6.10 Improve visibility and awareness of the Council by effectively promoting our role and our achievements in the delivery of projects and services.

6.11 Facilitate youth participation in policy development through Comhairle na nÓg.

Context

Implementation, monitoring and reporting of this plan is essential to ensure the Council delivers daily to bring to life the vision we hold for our citizens and our County.

This Plan is developed based on current resources and realistic expectations by the executive and Elected Members regarding the future resource and operating environment. The experience of the recession has informed us that funding to our sector is subject to major change. While the budgetary process, which is a function of the Elected Members, is annual in scope, this Plan projects priorities for the next five years. The Council welcomes adoption of the Plan as a commitment by all stakeholders to long term objectives.

The Plan is a strategic framework to guide the Council in prioritising areas of expenditure as part of budgetary processes. However, changes in the external environment can bring about new challenges. We must have in place a responsive process to monitor performance and to, where necessary, identify the need to either fully review our plan or take quick corrective action, such as budget reallocation or redeployment of staff to secure objectives. In this regard it is essential information is available to enable informed decisions. The baseline data in our Plan will annually informs us of our delivery targets.

Annual Report (Monitoring and Corrective Action)

When annually approving revenue and capital budgets the Council are determining continued corporate objectives. To inform this process, an annual review of the Corporate Plan will be undertaken. The Council shall ensure assessment and reporting on the Corporate Plan is completed significantly in advance of the budgetary process. This shall ensure the Corporate Plan Progress Report (based upon updated Baseline Data), can highlight areas of slippage that require re-allocation of budgets, personnel or highlight a need to streamline service delivery, to keep the Plan on track. The assessment of annual progress in the delivery of the Corporate Plan will appear in the Annual Report.

Implementing the Plan - Annual Budget, Annual Service Delivery Plan and Performance Management and Development System (PMDS)

The budgetary process and PMDS serve to embed the plan in our tasks and activities and direct business planning, performance and strategic direction throughout the Council.

Following adoption of budgets in Q4 annually, early in Q1 of the next year the Council prepare Annual Service Delivery Plans and Schedules of Municipal District Works for the next 12 months. This initiates organisation-wide appraisal, capacity/risk assessment and goal setting, in the form of the PMDS process.

Commencing with the Management Team agreeing their plan for the next year, this filters down to each Department, Section and individual meeting with their teams to review performance, risks, and dependencies and to set targets for the next 12 months.

High level goals in each team or personal plan are indexed with reference to a supporting strategy in the Corporate Plan to ensure clear linkage between individual performance and overall strategy. Formal quarterly team meetings maintain focus on corporate objectives and drive performance. They also determine corrective action such as re-prioritisation or reallocation of resources.

Continuous monitoring and reporting

In addition to the process outlined above, a vast range of reports are publicly available to demonstrate delivery. This is in effect a supplementary public performance matrix. The requirement to publicly report in this manner is:

A governance measure enhancing accountability and commitment of the entire organisation to the Plan

A measure ensuring availability of data to Management to measure performance and drive delivery

A measure supporting greater transparency around activities

PMDS Process
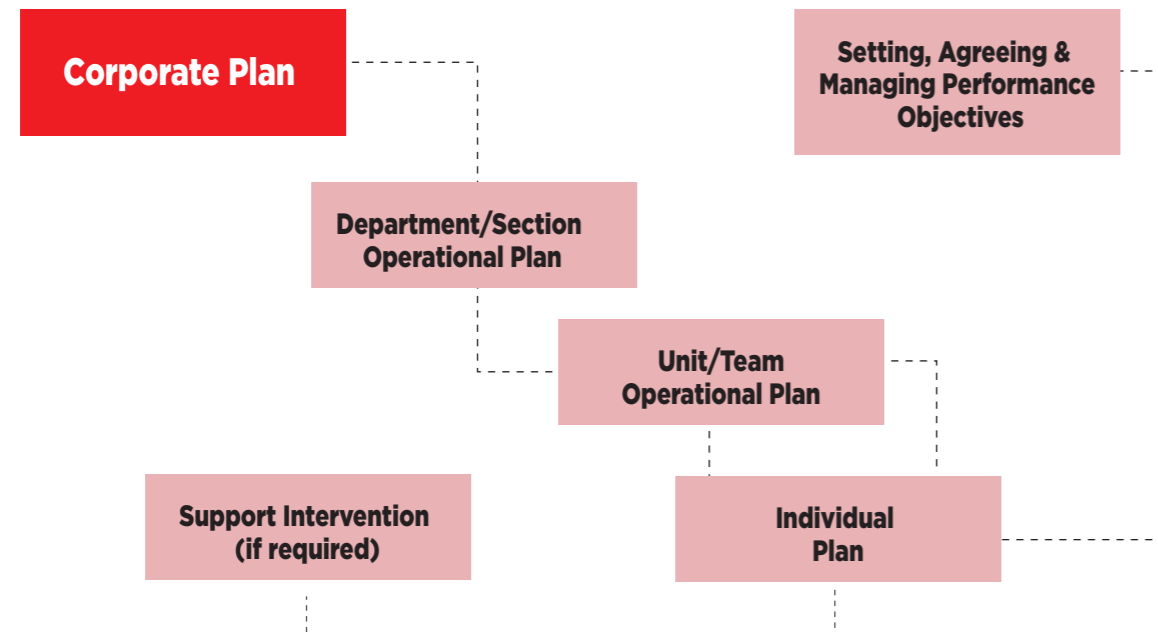
What is it?	Where is it?	How often
Chief Executive Report	Published online following Council meeting	Monthly
Municipal District Progress Report	At each Municipal District meeting (public meeting)	Monthly
National Performance Indicator Report	NOAC website	Annual
Annual Service Delivery Plans	Published online following adoption by Council	Annual
Annual Budget	Online following adoption during Q4	Annual
Schedule of municipal works	Online at adoption of budget	Annual
Annual Report	Online following adoption, usually during Q2/3	Annual
NOAC review of Corporate Plan adequacy	NOAC website	During plan lifetime

The Councils staff are also accountable to the public through reporting to almost 90 statutory meetings of SPCs, MDs, Full Council and other statutory meetings throughout each year. Finally, the Council are also subject to Internal Audit, Audit Committee, NOAC and Local Government Audit scrutiny which further serves to annually appraise efficiency, value for money, controls and governance in the use of public funds in delivering objectives.

Formal Review:
It is recognised that the Corporate Plan should be a dynamic document. Section 134(8) of the Local Government Act 2001 allows for formal review. In this regard certain factors may give rise to a formal review, where the relevance or attainability of the Plan is in question and requires amendment. These may include for example;

Significant major policies or reforms in the sector following a general election,

Evolving/expanding areas of focus that bring major additional resource requirements;

The expiration of highly significant strategic documents related to the Council's operating environment, such as the LECP 2016-2021, a new County Development Plan;

Termination of significant EU or national funding streams;

Significant general deterioration in the economy affecting local authority funding.

The Council has displayed capacity to reform structures and operations in recent years. While this plan must be dynamic, so must our responses. Reallocation, where needed is not just financial. Embedding our People Strategy, particularly training, knowledge management, succession planning and mobility elements, in addition to development of strategic competencies, are core to supporting delivery in 2019-2024.The Council's Workforce Plan underpins reorganisation over recent years and will be monitored and reviewed to meet demands.
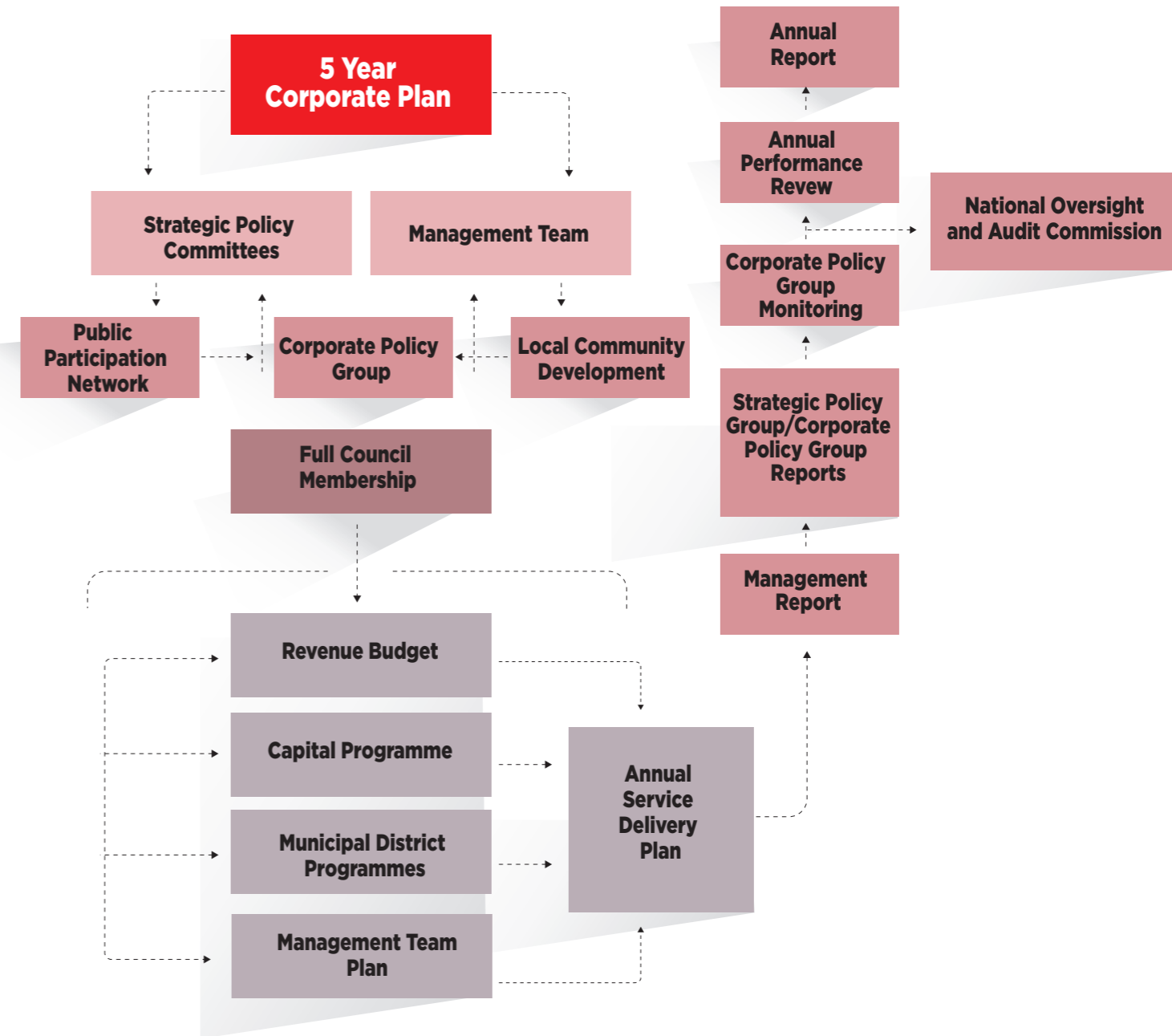
National/EU

- A Roadmap for Social Inclusion: Ambitions, Goals and Commitments 2019-2025
- The Regional Action plan for jobs
- Brighter Outcomes Better Futures: The national policy framework for children and young people 2014-2020
- Catchment Flood Risk Assessment & Management programme
- Climate Action and Low Carbon Development Act 2015 (National Mitigation Plan and National Adaptation Framework)
- Climate Action Plan 2019
- Climate Charter
- Climate Action Plan 2019 to Tackle Climate Disruption (2019)
- Construction 2020
- DCCAE: National Cyber Security Strategy
- DCCAE: National Digital Strategy
- DEBI Innovation 2020
- Department of Children and Youth Affairs "Better Outcomes Brighter Future 2014-2020"
- Department of the Environment, Community and Local Government Strategy Statement
- Digital Single Market
- eGovernment Strategy
- Energy Performance of Buildings Directive
- Enterprise 2025
- EU 'Floods' Directive

- EU Strategy on Adaptation to Climate Change
- European Flood Awareness System (EFAS)
- Fáilte Ireland Tourism Investment Strategy
- Flood Risk Management Plans and Maps produced under National CFRAM
- Framework for Building Control Authorities – Ensuring effective Building Control
- Guidelines on the Planning System and Flood Risk Management
- Freedom of Information Act 2014
- Guidelines for Housing Authorities in Implementation of Minimum Rented Standards in Rented Accommodation 2017.
- Guidelines on the Planning System and Flood Risk Management
- Horizon 2020 – IDA Ireland Strategy
- Housing First National Implementation Plan 2018-2021.
- Investing in Our Culture, Language and Heritage 2018-2027
- Irish Water Capital Investment Programme 2017-2021
- Literacy and Numeracy for Learning and Life: The National Strategy to Improve Literacy and Numeracy Among Children and Young People 2011-2020
- Market Surveillance of construction products (S.I. No. 225 of 2013) under Construction
- Marine Planning Policy Statement (to be adopted Q3 of 2019)
- Met Eireann strategic plan 2017-2027
- National Climate Change Adaptation Framework
- National Broadband Plan
- National Development Plan

- National Flood Forecasting and Warning Service (date from monitoring stations -
- National Guidelines for the Assessment and Allocation Process for Social Housing Provision for People with a Disability.
- National Heritage Plan - Heritage Ireland 2030
- National Housing Strategy for People with a Disability (NHSPWD)
- National Lead Strategy
- National Marine Planning Framework (to be adopted by end 2020)
- National People Strategy (HR)
- National Planning Framework 2040
- National Policy Framework for Children 2014-2020
- National Social Enterprise Policy for Ireland 2019-2022
- National Traveller and Roma Inclusion Strategy 2017-2021
- National Vacant Housing Reuse Strategy 2018-2021
- Open Data (Ireland's Open Data Portal)
- Our Public Libraries 2022: Inspiring, Connecting and Empowering Communities
- Our Public Service 2020
- People, Place and Policy – Growing Tourism to 2025
- Policy on Property Acquisition and Disposal
- Products Regulation EU No. 305/2011
- Project Ireland 2040

- Protocols on Transfer and Sharing of Property Assets
- Public Sector Energy Efficiency Strategy
- Public Service Data strategy 2019-2023
- Public Service ICT Strategy
- Rebuilding Ireland – Action Plan for Housing and Homelessness.
- Renewable Electricity Policy and Development Framework (REPDF)
- River Basin Management Plan for Ireland 2018-2021.
- Rural Development Policy 2020
- Smarter Travel – A New Transport Model for Ireland 2009-2020
- Strategy for the Future Development of National and Regional Greenways
- Sustainable, Inclusive and Empowered Communities: A Five-Year Strategy to Support the Community and Voluntary Sectors in Ireland (to be published 2019)
- The National Language Strategy 2010-2030
- Water Services Policy Statement 2018-2025.
- Wind Energy Development Guidelines (WEDGS)

Regional

- Eastern Midlands Region (EMR) Waste Management Plan 2015-2024

- ERDF Operational Programmes 2014-2020

- Flood Risk Management Plans

- Mid-East Region Homelessness Action Plan 2018-2020.

- Regional Enterprise Plan.

- Greater Dublin Area Transport Strategy

- Eastern and Midlands Regional Assembly Operational Programme

- Regional Planning Guidelines and Regional Spatial and Economic Strategies

Local

- Athy Water Based Sports Club Strategy 2017-2019 (Kildare Sports Partnership)

- County Development Plan 2017-2023

- Covenant of Mayors – Sustainable Energy & Climate Action Plan (To be adopted by 2021)

- Irish Language Scheme 2018–21

- Kildare Age Friendly County Strategy 2019-2021 (Age Friendly)

- Kildare Census Profiles Compiled by AIRO Maynooth University based on both the 2011 and 2016 Census (LCDC)

- Kildare Biodiversity Plan

- Kildare County Council Allocation Scheme for Social Housing.

- Kildare County Council Anti-Social Behaviour Strategy.

- Kildare County Council Climate Adaptation Strategy 2019-2024

- Kildare County Council Implementation Plan for the Inspection of Rental Properties.

- Kildare County Council Land Bank Study.

- Kildare County Council Strategic Plan for Housing Persons with Disabilities.

- Kildare County Council Tenant Handbook Scheme.

- Kildare County Council Traveller Accommodation Programme 2019-2021.

- Kildare County Council Vacant Homes Action Plan 2018-2021.

- Kildare Economic Strategy (under development)

- Kildare Heritage Plan

- Kildare Joint Policing Committee Strategy 2016 – 2021

- Kildare Play Strategy 2018-2028 (Parks)

- Kildare Sports Partnership Strategic Plan 2017-2021 (Kildare Sports Partnership)

- Kildare Walking Strategy 2014-2018 (Kildare Sports Partnership)

- Litter Management Plan 2014-2019 (Kildare County Council)

- Local Children and Young People's Plans (CYPSC)

- Local Climate Change Adaptation Strategies (Climate Resilient Kildare)

- Local Digital Strategies

- Sustainable Energy & Climate Action Plan (to be adopted by 2021)

Appendix 2: National Performance Indicators
(Reports available at www.noac.ie)

CORPORATE
C1: Total Number of WTEs
C2: Working Days lost to Sickness
C3: LA website and social media usage
C4: Overall cost of ICT provision per WTE
C5: Overall cost of ICT as a proportion of Revenue expenditure

WASTE/ENVIRONMENT
E1: No./% of Households availing of a 3 bin service
E2: % of environmental pollution complaints closed
E3: % of LA area within the 5 levels of litter pollution
E4: % of schools that have been awarded green flag status

FIRE SERVICE
F1: Cost per Capita of the Fire Service
F2: Service Mobilisation
F3: Percentage Attendance Times at Scenes

HOUSING
H1: Social Housing Stock
H2: Housing Vacancies
H3: Average Re-letting Time and Direct Costs
H4: Housing Maintenance Direct Cost
H5: Private Rented Sector Inspections
H6: Long-term Homeless Adults

ECONOMIC DEVELOPMENT
J1: No. of jobs created
J2: Trading Online Vouchers
J3: No. of mentoring recipients
J4: Tourism

LIBRARY/RECREATION SERVICES
L1: Library Visits and Issues
L2: Cost per capita of operating a Library Service

FINANCE
M1: 5 Year summary of Revenue Account balance
M2: 5 Year summary of % collection levels for major revenue sources

PLANNING
P1: New Buildings Inspected
P2: No./% of Planning decisions confirmed by An Bord Pleanála
P3: % of Planning Enforcement cases closed as resolved
P4: Cost per Capita of the Planning Service
P5: Applications for Fire Safety Certificates Roads
R1: Pavement Surface Condition Index (PSCI) Ratings
R2: Road Works
R3: % of motor tax transactions conducted online

WATER
W1: % Drinking water in private schemes in compliance with statutory requirements

YOUTH/COMMUNITY
Y1: Participation in Comhairle na nÓg scheme
Y2: Groups associated with the Public ParticipationNetwork (PPN)

Appendix 3 – Glossary of terms

AIE	Access to Information on the Environment
AIRO	All Ireland Research Observatory
CARO	Climate Action Regional Office
CCMA	County and City Management Association
CPG	Corporate Policy Group
CRMS	Customer Relationship Management System
ERDF	European Regional Development Fund
EU	European Union
FDI	Foreign Direct Investment
FOI	Freedom of Information
GIS	Geographical Information System
HAP	Housing Assistance Payment
HRM	Human Resource Management
IBAL	Irish Business Against Litter
ICT	Information Communications Technology
JPC	Joint Policing Committee
LCDC	Local Community Development Committee
LECP	Local Economic and Community Plan
LEO	Local Enterprise Office
LIHAF	Local Infrastructure Housing Activation Fund
LPT	Local Property Tax
MD	Municipal District
MERITS	Mid-East Region Innovation Think Space
NOAC	National Oversight and Audit Commission
PMDS	Performance Management and Development System
PPN	Public Participation Network
RAS	Rental Accommodation Scheme
SAN	Secure Area Network
SECAP	Sustainable Energy and Climate Action Plan
SICAP	Social Inclusion and Community Activation Programme
SME	Small-Medium Sized Enterprise
SPC	Strategic Policy Committee
WTE	Whole Time Equivalent

COMHAIRLE CONTAE CHILL DARA KILDARE COUNTY COUNCIL

Functional Area	Corporate Plan	Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline (2018 data unless otherwise stated)
Arts Service	**4.7 Continue to improve the well-being, learning, recreation and cultural needs of our community through participation in and development of our library, arts, heritage and culture services and programmes**	To further develop an Arts Service for Kildare County Council which supports a vibrant arts infrastructure that reaffirms the intrinsic value of the arts, enables public engagement and nurtures the artist	Arts Council Strategy (2016–2025) Making Great Art Work - leading the development of the Arts in Ireland *Short Grass Stories An Arts Strategy for Kildare County Council 2018-2022*	Number of arts grants and bursary awards Number of artists, community groups and arts organisations supported Number of artists on professional development, mentoring and training programmes Number of members of the public attending events Number of social media followers and hits on social media links	70 grants annually 300 120 20,000 6000
Community Services	**4.1 Enhance social inclusion , community participation and development through training, awareness, capacity building, community grants and awards in collaboration with the PPN and LCDC**	To work to enhance community participation and achieve citizenship through capacity building and training in conjunction with the PPN To promote consultation and communication through partnership with employees and citizens To develop the community leadership role of the council through the Local Community Development Committee (LCDC) To support the work of the Strategic Policy Committees Residents Associations:To continue to work with existing community residents' associations and support the development of new residents' associations.	Local Economic & Community Plan (LECP), Local Community Development Committee (LCDC) and Public Participation Network (PPN) , Kildare Local Development Strategy 2014-2020	No. of PPN Members No of PPN representatives to KCC & related structures No of events in Social Inclusion Week No of PPN Information Sessions regarding supports available Sustain the current no of meetings annually by LCDC and its supporting sub-committees No of policies, strategies and schemes reviewed and developed by Strategic Policy Committee No. Resident Association Groups	934 19 19 8 18 Reporting to commence in 2020, following formation of new SPCs 111
	4.0 To empower all citizens to participate in safe and inclusive communities and access services and supports that make a positive difference in their lives	Continue to promote social inclusion and community development as good practice in all Project estates. Support groups to participate in local and national award competitions to highlight best practice and encourage participation	Use AIRO data to identify project estates and develop needs analysis Identify estates, encourage and support participation in Pride of Place Coordinate Youth workers in priority project estates with Kildare Youth Service	KCC priority project estates supported. Over 30 groups participate in the annual Pride in your Place Competition. Over 10 young people participate in the Youth Endeavour Awards.	10 30 10
	4.1 Enhance social inclusion , community participation and development through training, awareness, capacity building, community grants and awards in collaboration with the PPN and LCDC.	Supports in the preparation of project proposals/accessing grants/funds for identified projects, e.g. community, festival, LPT etc..		74 applications for LARA Open Space Grant 235 Community/Festival Grant applications from targeted estates	74 235

Functional Area	Corporate Plan	Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline (2018 data unless otherwise stated)
Community Services	**4.8 Oversee and collaborate with partner agencies in the LCDC to implement a joined up, cross sectoral approach to local and community development programming, particularly targeting the most excluded.**	To continue to focus on social inclusion as a means of tackling poverty and disadvantage Multi Agency Group established for targeted estates in the County to highlight gaps in service provision	Regular meetings and ongoing multi agency coordination Funding and scale of groups assisted through SICAP, LEADER, Ensure monitoring and review of SICAP to maximise impacts	At least 4meetings per year Scale of annual funding No of persons supported annually No of groups supported annually Bi monthly LCDC Reports Annual review complete Yes/No	4 €1m 800 60 Yes
	4.2 Collaborate with relevant agencies to support the development of children and young people through accessible youth-specific facilities, childcare, recreation, sports, education and health services.	To continue to support the work of Comhairle na nOg under the national policy framework "Better Outcomes Brighter Futures 2014-2020"	KCC continue to support the development of Comhairle na nOg overseeing the service level agreement with Kildare Youth Service	No of Second-level schools participated in Comhairle	34
	4.11 Promote and recognise cultural differences in planning and decision making by understanding needs, agreeing actions and including more diversity in decision making structures.	To continue to develop a more inclusive and inter-cultural society in the county through the implementation of the Co Kildare Integration Strategy 2019-2024	Continue to run a number of events and develop strategies to promote diversity and a more inclusive county.	Successful Africa Day, Inter-cultural event held in Athy May 2019 Develop and implement a Traveller and Roma Inclusion Strategy to support communities.	Reporting to commence in 2020, following development and adoption of new Integration Strategy Strategy adopted in 2019
	2.7 Develop and leverage opportunities for community, cultural and economic developments through Twinning and strategic engagement with our Diaspora	Twinning: Strengthen and develop Kildare cultural relationships across the world. Providing support to twinning throughout the County. Continued implementation of the twinning policy and committee oversight.	10 member Committee meeting 4 meetings per year implementing the twinning policy and introducing new procedures.	No of active twinning groups in County	17
	2.8 Continue to work with partner agencies to support rural communities through skills development, enabling broadband delivery and supporting employment opportunities aligned to a rural lifestyle and setting.	To support and facilitate existing and alternative agricultural and rural based economic activities	Progress implementation of the LEADER programme 2014-2020, through support and assessment of applications.	Leader funding awarded: Leader Projects supported:	LEADER funding approved from Nov 2017 to Nov 2019: €1,567,445. 28
	4.1 Enhance social inclusion and community participation and development through training, awareness, capacity building, community grants and awards in collaboration with the PPN and LCDC.	To support the development of sustainable communities through active intervention in facilitating community lead projects	Eight established community grant schemes - Tidy Towns, voluntary and community groups, festival committees, residents' associations and sports groups to enhance towns, housing estates and amenities in the county. Annual county-wide information sessions across the county to inform community groups of grants available and application guidance	Funding annually No of individual grants awarded No of information sessions	€2million 1,000 8

Functional Area	Corporate Plan	Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline (2018 data unless otherwise stated)
Community Services	**4.4 To facilitate the provision of recreation, sports and open space facilities in the County and educate and build the capacity of the entire community to participate in healthier lifestyles**	To promote access to community-based sports and recreational opportunities To seek the delivery of physical and community infrastructure in conjunction with high quality residential developments to create quality living conditions	Five new playgrounds will be established in Kildare in line with Kildare Play Strategy 2018-2028 Annual 'Play Day ' held annually since 2015 circa 3,000 children Continue to support Kildare Sports Partnership and in particular the Sports Inclusion and Disability Programme to increase participation Support the governance and capacity of sports groups and clubs through Kildare Sports Partnership	Cumulative total of playgrounds /skateparks/outdoor gyms facilitated and/or maintained by the Council Cumulative attendance at Annual Play Day over Corporate Plan lifetime Annual participation in Kildare residents engaged in sports and physical activities. No of volunteers receiving upskilling annually Annual funding to support small scale capital initiatives in residential areas (subject to funding approved by Dept. of Rural and Community Development)	Playgrounds 30 Outdoor Gyms 11 Skateparks 3 3,000 30,000 1,000 €170,000
	4.4 To facilitate the provision of recreation, sports and open space facilities in the County and educate and build the capacity of the entire community to participate in healthier lifestyles	To support the development and enhancement of local sports, leisure, recreational and arts facilities	Development of amenity lands at following locations: The Bawnogues, Kilcock, Lough na Mona, Cherry Avenue, Kildare Town. Commencement of plans for three additional playgrounds	Castledermot Allenwood Prosperous	Castledermot - Part 8 Approved, Construction to start 2020 in Allenwood. Prosperous Part 8 approved tender for design and construction in progress.
	1.7 Continue to improve and maintain the appearance of our County with the cooperation of our communities.	To enhance and develop the appearance and environment of Kildare	Delivery of annual Parks Section works programme	Landscaping schemes carried out on Roundabouts Villages and estates, Annual Funding for tree surgery, planting, summer bedding etc	28no. Roundabouts landscaped. 12 other small scale projects carried out 2019. 18 no. planned for progress in 2020 €580,500 (2019)
	1.1 To protect, conserve and promote our County's natural and built heritage & identify and support biodiversity for the benefit of our policies, people and our environment.	To protect and maintain the natural environment of Kildare and change management of amenity & recreation areas to mitigate and adapt to climate change and benefit biodiversity, subject to funding and resources	Conduct baseline assessment of potential Pollinator Friendly sites and introduction of further wildflower areas to parks and open spaces Introduction of pollinator friendly actions to parks and open spaces in the County. Conservation works in Leixlip Spa.	Existing Wildflower areas in parks. Implement the actions for County Councils identified in the All Ireland Pollinator Plan 2015-2020, Conservation of Spa Well to be progressed in 2020.	6 Reporting 2020. Reporting 2020.
	4.3 Continue to support the active inclusion of people through the delivery of Age Friendly Programmes in partnership with the National Shared Services Centre	To lead and support the Kildare Age Friendly County Programme (and act as regional lead for South East region) which is being developed and overseen by the Kildare Age Friendly Alliance supported by Age Friendly Ireland	Celbridge established Age Friendly Town. Kildare Older Persons Council established and supported KCC will lead the South East Regional Programme as part of its' shared service function.	No of roadshows Attendance at events	5 Roadshows 400

Functional Area	Corporate Plan	Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline (2018 data unless otherwise stated)
Corporate Services Department	**6.10 Improve visibility and awareness of the Council by effectively promoting our role and our achievements in the delivery of projects and services.**	To increase the use of social media by the Council and enhance community awareness	Putting People First and Council Communications Strategy	Number of followers on social media pages	34,608
	6.7 Continue to support strong audit, financial, risk, data and corporate governance and reporting systems to build public confidence, maximise efficiency and ensure compliance with our obligations.	To ensure transparency is upheld and that the FOI Act 2014 is complied with.	Freedom of Information Act 2014	Average no of days for FOI decisions made (statutory requirement is 20 working days) Annual training on FOI delivered to Decision Makers Yes/N	18.9 days Yes
	6.4 Utilise ICT to reduce costs, improve operational efficiency, expand online and Cloud enabled services to make it easier for customers to access services and information.	To ensure ICT is used to track and effectively manage customer interactions	Maximising use of CRM for managing customer cases	No.of customer cases processed annually within the Customer Relation Management System	9400
	6.5 Support local democracy and the interests of the community by assisting the role of elected representatives and by growing voter registration	To ensure ICT is used to track and effectively support the elected members role To grow awareness and participation in the electoral process	Maximising use of CRM for managing customer cases Putting People First and Local Government Reform Act	No.of representations from elected members processed annually No. on Draft register of Electors	4787 150,556
	1.3 Ensure over the lifetime of the Corporate Plan that climate action is mainstreamed into the Council's policies, buildings, infrastructure and operations to reduce energy demand	To ensure that all non domestic local authority owned premises comply with sustainability requirements by undergoing energy audits to identify ways to improve energy efficiency.	Kildare County Council Climate Change Adaptation Strategy	Cumulative no. (and type) of non domestic local authority owned premises where an energy audit has been carried out at end 2018	6 Libraries. 2 Office Buildings (including Head Office- Aras Chill Dara)
Economic Development	**2.1 Grow employment by supporting existing SME's growth and innovation plans, while maintaining a supportive environment that attracts and supports entrepreneurship**	To strengthen the enterprise base and encourage job creation activities Promote entrepreneurship & provide an intergrated support structure conducive to enterprise start up and growth	Local Economic & Community Plan. Local Enterprise Office SLA with Enterprise Ireland. Enterprise 2025. Kildare Annual Enterprise Plan.	Number of jobs created. Financial Activity Number of grants approved. No. training participants on training courses No. of mentoring sessions No of online trading vouchers approved	285 68 grants approved 1,653 421 40 Trading Online Vouchers approved.
	2.10 Support creativity, innovation and enterprise in Kildare through effective stimuli for local entrepreneurship to leverage the innovative capacity of the County and retain talented people.	Promote and assist access to the agile and Innovation funds across all industry sectors		No. of Innovation Vouchers availed of & € value of funds accessed by Kildare Based Companies	Reporting to commence in 2020

Functional Area	Corporate Plan	Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline (2018 data unless otherwise stated)
Economic Development	**2.2 Work with strategic partners to deliver infrastructure and promotional campaigns to attract, sustain and expand foreign direct investment and major indigenous companies**	Promote Kildare as location of choice for FDI Investment & support existing FDI companies in sustaining and expanding their business.	Kildare County Councils FDI strategy in Association with Chamber, IDA, MUI to attract FDI.	No of FDI companies in Kildare	28
	2.3 Support and promote growth opportunities for the equine industry in recognition of its central place as a unique feature of Kildare's identity	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	Kildare County Council Economic Strategy and supporting strategies in Tourism, Equine and Retail	No. Employed In the Equine Industry No Visitors related No Training participants in Equine related programs No Start ups in Equine Tech Hub Completion of an Equine Asset map of the County Establishment of an Equine Industry Forum	Reporting to commence in 2020
	2.5 Consult with communities and collaborate with partners to enhance the public realm and design of our towns and villages and deliver projects and programmes that revitalise the local retail economy and rural hinterlands.	Facilitate and support the expansion and sustainment of the retail offering in County Kildare.		No. of retail Outlets in the County No. of Shops opting to use Shop Front Grant Scheme No. of entrants in pride of place Shop Front Competition. No. of retailers engaging with Age Friendly Business Recognition Scheme No of MD'S Developing and promoting initiative Purple brigade No. of MD'S Developing and promoting Enterprise Town initatives No. of retail adopting online amongst our bricks and mortar retailers	Reporting to commence in 2020 33 Shop Front Grants approved Reporting to commence in 2020 Reporting to commence in 2020 Reporting to commence in 2020 Reporting to commence in 2020 Reporting to commence in 2020
Economic Development	**2.4 Collaborate with local providers, communities and strategic agencies to develop, package and promote our tourism offering and leverage our location as part of Ireland's Ancient East, located on Dublin's Doorstep.**	Support, co-ordinate and optimize the visitor experience potential and reinforcing a positive image encompassing, Equine, history, culture, food, retail and natural and built environment. Support the expansion/improvement of existing network of facilities in Tourism, Hospitality & Leisure Industry.		Completion of an Asset Map across the county Increased No. employed in the sectors associated with visitor experience No of Visitors as well as FDI and business startups in the County	Reporting to commence in 2020
	2.8 Continue to work with partner agencies to support rural communities through skills development, enabling broadband delivery and supporting employment opportunities aligned to a rural lifestyle and setting.	Increase economic activity and build sustainability into the rural economy Support increase development of rural enterprises particular in renewable energy and Green technology Encourage and support start up enterprises along the blueway and greenways	Kildare County Council Economic Strategy, LEDP & Mideast Enterprise plan Kildare Leader Program National Tourism Strategy	Increased numbers of rural enterprise and diversification initiatives Development of Agrifood –science network Development Agrifood –Hub	Reporting to commence in 2020

Functional Area	Corporate Plan	Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline (2018 data unless otherwise stated)
Economic Development	2.9 Working in collaboration with all education stakeholders, encourage and support skill development and talent retention required by employers in all sectors	Encourage and support upskilling job mobility and enterprise creation management	Kildare Economic Enterprise and training strategy Mid East Enterprise plan 2020 in association with South East regional Skills Forum Innovative Enterprise liaison Strategies between Kildare LEO, KWETB and sectorial business networks Mid East Enterprise Plan 2020 Kildare County Council Economic Forum Strategy with South East regional Skills Forum	No of people engaged in upskilling and training in business sector	Reporting to commence in 2020
	2.0 To optimise the potential of Kildare and its businesses to innovate, invest, promote and sustain growth and employment, across our County and throughout our community."	Contribute to the growth of the region and expand international reach	Mid East Enterprise Plan 2020 Kildare County Council Economic Strategy	No .Client companies exporting No. of clients accessing TAME vouchers No. of Innovation hubs developed in the County and Region No of hpsu startups transferred to Enterprise Ireland No. of Start ups on Global ambition program No. of attendees at Regional Conference on Innovation.	Reporting to commence in 2020
	1.9 Promote key aspects of the Green Economy including the adoption of appropriate alternative, sustainable and smart energy solutions including co-working hubs	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	ERDF and Regional Economic Strategy and Kildare County Council Climate Change Adaptation Strategy	% occupancy of MERITS	Measurement to commence on delivery of MERITS project

Climate change actions in individual Departments are included in the Baseline Tables
for other functional areas

Functional Area	Corporate Plan	Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline (2018 data unless otherwise stated)
Environmental Services/ Water and Climate Change	**1.6 Ensure continued robust enforcement, licensing, certification and regulation in environmental protection, planning, building control, fire safety and public health and safety in order to support our citizen's quality of life and the built and natural environment.**	Ensure a high-quality environment through effective environmental enforcement activities.

Ensure the protection of rivers and public waterways and use enforcement legislation where necessary to prevent pollution | 1992 EPA Act

The Water Framework Directive | No of complaints logged on the KCC Pollution Complaints Portal (across all environmental categories)

No. of complaints lodged with EPA

No. of complaints lodged with Office of Environmental Enforcement (OEE)

No of litter fines issued

RMCEI - Recommended Minimum Criteria for Environment Inspections - samples taken | 2,100

50

20

340

-1 |
| | **1.5 Drive climate change action and environmental protection through organisational and community awareness, supports, research and facilities** | Provide for the maintenance of existing Civic Amenity Sites to encourage the recycling of waste, and forward plan for new Civic Amenity Sites where deemed necessary and funding available | Eastern Midlands Region Waste Management Plan 2015-2021 | No. of managed civic amenity facilities in the County | 2 |
| | **1.6 Ensure continued robust enforcement, licensing, certification and regulation in environmental protection, planning, building control, fire safety and public health and safety in order to support our citizen's quality of life and the built and natural environment.** | Oversee the provision of waste collection on a County-wide basis, both domestically and commercially; and take enforcement action where necessary.

Plan for long-term cemetery needs of the county and maintain existing cemeteries | Waste Management Act 1986 (as amended) and Operation of relevant waste bye laws.

Public Health Acts and Local Bye-laws | No of notices issued regarding potential infringements

No of spot checks for compliance.

Management and enforcement where necessary of:

Waste facility permits
Certificates of registration
Waste collection permit holders

Funding for cemetery maintenance, improvement and expansion programme. | Reporting to commence 2020

Reporting to commence 2020

22
4
137 |
| | **1.10 Support and incentivise positive community actions that improve our environment and mitigate climate change** | Support and recognize environmental protection through community awareness, supports, incentives and facilities | National Litter Pollution Monitoring Scheme | National Tidy Towns results

IBAL survey results.

No. of Green Flag Schools participating.

No. of glass recycling facilities | 10 medals.

'Clean to European Norms'

130

40 |
| | **1.6 Ensure continued robust enforcement, licensing, certification and regulation in environmental protection, planning, building control, fire safety and public health and safety in order to support our citizen's quality of life and the built and natural environment.** | Ensure the control of dogs.

Ensure the protection of the general public against dangerous structures and derelict sites.

Ensure the food safety standards monitored and enforced. | Control of Dogs Acts

Derelict Sites Act Sanitary Services Act (Dangerous Structures).

Public Health Act, 1878 and council byelaws | No. dog licences issued.

No. of dogs rehomed/reclaimed/ transferred to welfare groups

No. of entries in Derelict Sites Register

No. of Dangerous Structures cases.

No of Food Safety Authority of Ireland inspections of abattoirs | 4,587

158

15

3

Monthly of all facilities |

Appendix 4 – Baseline Metrics

Climate change actions in individual Departments are included in the Baseline Tables for other functional areas

ENVIRONMENTAL SERVICES – CLIMATE ACTION

Corporate Plan	Functional Area	Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline (2018 data unless otherwise stated)
1.3 Ensure over the lifetime of the Corporate Plan that climate action is mainstreamed into the Council's policies, buildings, infrastructure and operations to reduce energy demand	Environmental Services Climate Action	To support the implementation of the All of Government Climate Action Plan (Note: All of Government Climate Action Plan requires reduction in CO2 eq. emissions by 30% by 2030) To sign and commence implementation of the local authority sector Climate Charter	Sectoral reporting and monitoring structure in place To establish reporting structures to monitor implementation of the Climate Charter	Engage with and implement the reporting and monitoring structure to be implemented for Local Government Sector Annual reporting on progression of actions contained within Climate Charter.	Published June 2019 To sign Charter by end Q4 2019 To engage with Local Government Sector to establish and implement a reporting structure by end 2020
1.3 Ensure over the lifetime of the Corporate Plan that climate action is mainstreamed into the Council's policies, buildings, infrastructure and operations to reduce energy demand		To implement and report upon the EU Covenant of Mayors for Climate and Energy (Note: Covenant of Mayors requirement: Reduce CO2 eq emissions by a further 10% (to a total of 40%) by 2030. Energy: Achieve Energy Efficiency targets of 50% by 2030, based on 2009 baseline, as per Climate Action Plan).	Develop and adopt a Sustainable Energy and Climate Action Plan (SECAP)	To have a SECAP in place by end Sept. 2021 which will establish a pathway for achieving the 2030 Covenant of Mayors targets.	Covenant signed Sept 2019
		To progress implementation of actions of Climate Resilient Kildare - Climate Change Adaptation Strategy	To develop the climate action capacity at all levels of the organisation.	To support the requirements of the Local Authority Climate Action Training Plan and to reflect this in the councils Performance Management System	Strategy approved Sept. 2019
			To agree indicators and develop programmes to progress and report upon implementation of the Strategy (Note: Subject to formation of new SPCs, Draft Scheme currently at public consultation stage).	Development of relevant indicators in consultation with Climate Action SPC and to engage with the implementation and monitoring structure developed by the Eastern & MIdlands Climate Action Regional Office	To be developed in 2020
				To establish reporting structures to monitor and report upon climate related national indicators under development by NOAC, in consultation with the CCMA.	To be developed in 2021
1.5 Drive climate change action and environmental protection through organisational and community awareness, supports, research and facilities				To build the capacity of the organisation to support delivery of the Strategy through implementation of a training programme for staff and elected members To improve community climate action capacity through programmes developed in consultation with relevant SPCs and Municipal District Committees	Training Plan approved, reporting on delivery to commence in 2020. To be developed in 2020

Climate change actions in individual Departments are included in the Baseline Tables
for other functional areas

Functional Area	Corporate Plan	Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline (2018 data unless otherwise stated)
Environmental Services/ Water and Climate Change	**6.7 Continue to support strong audit, financial, risk, data and corporate governance, transparency and reporting systems to build public confidence, transparency, maximise efficiency and ensure compliance with our obligations.**	Ensure the public's right of access to environmental information (AIE)	European Communities (Access to Information on the Environment) Regulations	No. of Access to Information on the Environment requests.	13
Environment (Historic Landfills)	**1.6 To protect, conserve and promote our County's natural and built heritage & identify and support biodiversity for the benefit of our policies, people and our environment**	Kerdiffstown Remediation Project Management and Remediation of former landfill site .	DCCAE funded project. Memorandum of Understanding (DCCAE)	Phased delivery of a remediated landfill and conversion to public amenity Land acquisition Planning approval received & EPA Licence	Programme of works agreed, Tender assessment ongoing CPO approved, lands being acquired. Compliance with licence
Water Services	**1.8 To protect and improve water quality through implementing River Basin Management Plans and supporting the Multi Annual Rural Water Programme for the County**	**Rural Water** Provision of Support/Advice to Group Water schemes and small private supplies through Govt grants and Liaison with Irish Water.	Dept of Housing Planning Local Government – Rural Water Multi A nnual Programme 2019-2021	Actual spend under Rural Water Multi Annual Programme 2019-2021	Allocation for life of programme €414,00
			Compliance with EU Drinking Water Regulation	HSE record of Water sampling results. No of well grant applications processed	2 samples per year per private supply 47 (Sept.2019)
Finance Department	**6.7 Continue to support strong audit, financial, risk, data and corporate governance and reporting systems to build public confidence, maximise efficiency and ensure compliance with our obligations. .**	To ensure that the Council's Revenue account is in balance over medium term Budget as adopted to be sufficient to meet the expenditure arising in the year	Improve Rates Income Collection	Collection level for Rates Collection level for rents and Annuities Collection level of Housing Loans Annual Financial Statement Revenue expenditure per capita	82% 89% 51% Annually - March €646.25
	1.3 Ensure over the lifetime of the Corporate Plan that climate action is mainstreamed into the Council's policies, buildings, infrastructure and operations to reduce energy demand	To enhance the competency of staff in Green Procurement practices.	Climate Action Plan	No. of relevant staff attending Green Procurement briefings/training	Reporting to commence in 2020

Functional Area	Corporate Plan	Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline (2018 data unless otherwise stated)
Fire Services & Emergency Management	**4.9 To protect our citizens from fire through an efficient and effective Fire Service that co-ordinates with other response services when emergencies occur**	To protect communities from fire and other emergencies, working with partner agencies and in accordance with national policies	To identify and manage risk and to prepare to respond to emergencies in accordance with the framework for Major Emergency management	Cost of Fire service per capita

Average Time taken to mobilise fire brigades

Percentage of cases in respect of fire/other emergency incidents in which first attendance is at the scene within; | €30.48

6.33 minutes (2018 data)

10 minutes
Fire Incidents   21.17%
Other   17.10%

10-20 Minutes
Fire Incidents   61.03%
Other   59.25%

After 20 minutes
Fire Incidents   17.83%
Other   23.65% |
| **Health and Safety Section** | **6.1 Provide a best practice health and safety culture through staff training and proactive monitoring and reporting** | Drive health and safety best practice through staff consultation, communication and proactive monitoring | Health and Safety Plan | No of attendees at 2019 Health and Safety Conference

Annual target of 48 safety inspections to be completed by Health and Safety Section. No of inspections ytd (End Sept 2019) | 445

69 |
| **Housing Supply** | **3.1 To increase and maintain housing provision in Kildare in line with the national objectives of "Rebuilding Ireland: Action Plan for Housing and Homelessness" and to strive to achieve social housing targets and delivery of affordable housing.** | Deliver new local authority social housing units across the following programmes: Construction, Turnkey, Acquisition, Housing Assistance Payment, Rental Accommodation Scheme, Leasing [including Repair and Lease Scheme], Buy and Renew Scheme, Public Private Partnerships, Part V, Land Acquisition, Affordable Housing.

To pursue opportunities for joint venture initiatives.

To support approved housing bodies to deliver social housing units across the following programmes: Capital Advance Leasing Facility, Capital Assistance Scheme, Social Leasing Scheme | Rebuilding Ireland - Action Plan for Housing and Homelessness.

Note: All new social housing where a Part 8 has been published after 31 October 2019 and where the dwelling is not substantially complete before 31 October 2020 will comply with Near Zero Energy Building (NZEB) requirements.

National Vacant Housing Reuse Strategy 2018-2021.

Kildare County Council Vacant Homes Action Plan 2018-2021. | Combined number of units delivered across the different streams DHPLG annual targets. Targets for HAP and RAS Delivery. | Delivery across all schemes:

Housing Assistance Payment (HAP)   706

Rental Accomodation Scheme(RAS)   4

Construction   26

Acquisition   225

Leasing (CALF)   20

Part V   30

Leasing   12

Capital Acquisition Scheme   28 |
| | **3.2 Implement the Traveller Accommodation Programme 2019-2024 and support members of the Travelling community, who have been approved for social housing, to access and maintain housing supports including culturally appropriate housing.** | Support members of the Travelling Community to access social housing support. | Traveller Accommodation Programme 2019-2024. | No. Traveller specific units delivered under Traveller Accomodation Plan 2014-2018 | 71 |

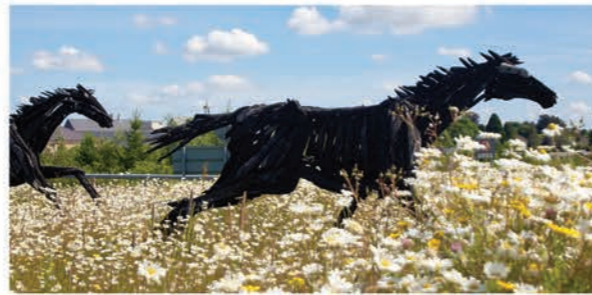| Functional Area	Corporate Plan	Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline (2018 data unless otherwise stated)
Housing Supply	**3.3 Continue to work with regional and sectoral partners to reduce the numbers of people who need to be placed in emergency accommodation, by increasing availability of housing stock and working closely with approved housing bodies and advocacy groups to reduce the numbers who find themselves homeless or at risk of being homeless, and enable people to sustain their tenancies**	Continue the roll out of the HAP Homeless Placefinder Service. Introduce and deliver Housing First in the county in conjunction with our partners The Peter McVerry Trust Pursue innovative solutions to address homelessness in the county *Note: Kildare County Concil is the lead authority for the Mid-East Region (Kildare, Meath, Wicklow) and as such, has a key role in trlation to the implememtation of the regional action plan and Housing First implementation, in addition to reporting responsibilities to Department of Housimmg, Planning and local Government.*	Mid-East Region Homelessness Action Plan 2018-2020 Housing First National Implementation Plan 2018-2021	Number of Homeless HAP placements secured. Number of Housing First tenancies supported. Number of Mortgage to Rent Cases concluded.	31 tenancies over the period 2019-2021. 10 (based on 2018 returns to DHPLG)
	3.4 To maximise availability and utilisation of housing through repair/ refurbishment of vacant units	Utilisation of Existing Housing Stock Greater utilisation and improvement of existing social and private housing stock to increase the availability of social housing.	Kildare County Council Implementation Plan for the Inspection of Rental Properties	Number of units acquired/leased. Number of maintenance repairs. Expenditure on planned/response maintenance No of private units inspected	225 units acquired/18 leased. 5,311 housing repairs carried out. €3,600,345 spent on planned maintenance. €3,404,093 spent on response maintenance. 462 private rented properties inspected.
	3.5 To provide suitable, accessible social housing and housing supports for older persons and people with a disability and to support home owners to carry out necessary adaptations/improvements to enable them to continue residing in their home.	Provision of Housing Support to Persons with a Disability Deliver and adapt appropriate housing for disabled persons and provide grant funding.	National Guidelines for the Assessment and Allocation Process for Social Housing Provision for People with a Disability. Kildare County Council Strategic Plan for Housing Persons with Disabilities. Kildare County Council Housing and Disability Steering Group Capital Assistance Scheme.	Achieve targets for the provision of suitable housing. Number of grants paid. Number of Capital Assistance Scheme Units delivered.	10% of acquisitions (depending on market availability) + 12% of new builds suitable for a person with a disability. 438 grants paid. 28 new CAS households created (2018 full year figure).
	3.7 Facilitate access to social housing, and other supports, where applicants have demonstrated eligibility with the necessary criteria	Support to Customers and Tenants Provide eligible persons with access to social housing supports, engage with and support existing tenants. Support eligible persons to access Rebuilding Ireland Home Loan funding.	Social Housing Assessment Regulations 2011 Allocation Scheme for Social Housing Anti-Social Behaviour Strategy Kildare County Council Tenant Handbook.	Number of allocations to social houses. Housing applications processed within permitted time frame. Undertake an annual housing needs assessment in accordance with departmental guidelines. Number of loans approved.	546 allocations (2018) All housing applications processed within the permitted time-frame (952 in 2018) Annual housing needs assessment (1 per annum) completed within the permitted timeframe. 63 loans approved (No full year figures available, based on figures from April-December 2018).
	1.3 Ensure over the lifetime of the Corporate Plan that climate action is mainstreamed into the Council's policies, buildings, infrastructure and operations to reduce energy demand	To continue to encourage energy efficiency and environmental awareness by incorporating a module in the tenancy induction programme. To implement a programme of retrofitting Council houses to increase energy efficiency and reduce carbon usage, subject to available resources.	Climate Action Plan	Review of relevant content during 2020. No of tenants receiving revised tenant handbook. Measurement methodology to be determined.	Measurement commencing in 2020

Functional Area	Corporate Plan	Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline (2018 data unless otherwise stated)
Human Resources Department	**6.3 Support organisational effectiveness, training and continuous professional development, staff well-being, innovation, flexibility and performance by implementing the sectoral People Strategy**	Build organisational competence to effectively deliver on our current and future services through creating a culture of training excellence and continuous learning and development	Implementation of People Strategy	No of average training days per staff member (2018) No of training courses/seminars delivered (2018) No of staff attending training (2018)	3.06 427 952
ICT Services	**6.4 Utilise ICT to reduce costs, improve operational efficiency, expand online and Cloud enabled services to make it easier for customers to access services and information.**	Support the functions of Kildare County Council through innovative ICT solutions.	Kildare County Council IT Strategy	Overall cost of ICT provision per WTE No. of page views on LA website Percentage of Motor Tax transations completed online	€2,541.51 2,400,420 82.72%
Planning	**5."Continue to plan, deliver and maintain key infrastructure in our County that sustains mobility and access and positions Kildare to achieve sustainable growth."**	To ensure effective, proper planning and sustainable, balanced development of urban and rural areas	Adopt and implement quality development plans consistent with regional and national policies Manage submissions on compliance with conditions associated with grants of planning permission and compliance with conditions	Variation of Kildare County Development Plan Local Area Plans Naas　　Athy　　Leixlip Celbridge　Kildare　　Newbridge Kilcock　Monasterevin　Maynooth Clane　　Sallins　　Kilcullen Review of Kildare County Development Plan Processing of Planning applications	Complete by 31/12/20 Complete by 01/02/23 Rolling programme 2019-2024 New to 2020 1,596 applications 1,288 decisions issued
	1.6 Ensure continued robust enforcement, licensing, certification and regulation in environmental protection, planning management and control, building control, fire safety and public health and safety in order to support our citizen's quality of life and the built and natural **5.6 To ensure planning policy and development management support consolidated urban development and the reuse and regeneration of land and buildings in order to make making the provision of key public services sustainable**	To ensure effective, proper planning and sustainable, balanced development of urban and rural areas	National Planning Framework under Project Ireland 2040. Regional Spatial and Economic Strategy 2019 - 2031 Manage submissions on compliance with conditions associated with grants of planning permission	% of Planning enforcement cases closed (against no. of cases that were investigated) % of applications where the decision was confirmed (with or without variation) by an Bord Pleanala Buildings inspected as a percentage of new buildings notified to the local authority Cost of the Planning service per capita Pre-planning meetings Section 5 (exempt Development) declarations	49.2% (2018). 84.93% (2018) 17.89% (2018) €35.44 per person (2018) 222 commercial meetings 143 one-off housing meetings 10 pre-planning clinics 36 decisions issued
Building Control	**3.8Facilitate and promote excellence in architectural and urban design and maintain development controls to support sustainable and quality built environments.**	To ensure safe and sustainable buildings in urban and rural areas	Monitor compliance with building control	Number of inspections	153

Functional Area	Corporate Plan	Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline (2018 data unless otherwise stated)
Planning - Building Control	**1.6 Ensure continued robust enforcement, licensing, certification and regulation in environmental protection, planning, building control, fire safety and public health and safety in order to support our citizen's quality of life and the built and natural environ ment.**	To ensure safe and sustainable buildings in urban and rural areas	Monitor compliance with building control regulations, energy performance of buildings directive, construction products regulation.

National Building Control Management System | Total number of Commencement notices received

No. Valid commencement notices received

No. of inspections carried out on commencement notices

No of certificate of compliance received

No. of compliance inspections carried out

No. of disability certificates received

No. of disability certs granted | 49.2% (2018)

84.93% (2018)

17.89% (2018)

35.44 per person

222 commercial meetings

143 one-off housing meetings

10 pre-planning clinics

36 decisions issued |
| **Planning Strategic Projects & Public Realm** | **2.5 Consult with communities and collaborate with partners to enhance the public realm and design of our towns and villages and deliver projects that revitalise the local economy and rural hinterlands.** | To conduct a "health check"/ urban design analysis of settlements and develop an associated Town/ Village Renewal Plan in line with the County Development Plan and an agreed programme across Municipal Districtst

To actively pursue funding opportunities for projects that revitalise the County's towns and villages

To maximise public participation and collaboration in informing design and project proposals for each Town and Village | Town and Village Renewal Scheme, Rural Regereration and Development Fund, Urban Regereration and Development Fund

Town and Village Renewal Scheme, Rural Regereration and Development Fund, Urban Regereration and Development Fund | No of settlements reviewed per year in line with agreed programme

Total value of funding approvals annually

No of public consultation events held per year and no of associated submissions received. | Reporting to commence in 2020

Reporting to commence in 2020 |
| | **5.2 Promote and support the use, development and maintenance of sustainable transport alternatives including walking, cycling and public transport in collaboration with key transport stakeholders and agencies** | To deliver projects that revitalise the local economy and rural hinterlands of the County's Towns and Villages, including greenway and blueway projects. To create an increased sense of place, where sustainable transport and modal shift is prioritised. | Town and Village Renewal Scheme, Rural Regereration and Development Fund, Urban Regereration and Development Fund | Funding spend per annum on completed projects

Value of active projects on hand at year end. | Reporting to commence in 2020 |

Functional Area	Corporate Plan	Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline (2018 data unless otherwise stated)
Roads & Transportation and Public Safety	**5.1 Optimise connectivity and ease of access within and through the County through planning, development, maintenance, upgrade and management of a safe road network.**	Deliver a Multi Annual Road Improvement and Restoration Programme for the regional and local road network, in accordance with DTTaS funding allocation.	Pavement Surface Condition Index (PSCI) ratings for regional, local, primary, and local roads	Current ratings provided in the Pavement Surface Condition Index (PSCI) at www.noac.ie	2,528 Kilometers of road
		Continue to update the Map Road database to maximize the annual allocation of funding			
		Continue to identify Safety Improvement Schemes to reduce the incidents of road traffic collisions	Annual Funding from Department of Transport, Tourism and Sport	Annual Roadworks Programme	€37.9M
		Survey all bridges on local roads and establish a Risk Register based on vulnerability to failure.	DTTaS Policy and Circulars on Safety Improvement Schemes	Annual % of surveys of bridges by Kildare County Council on national database (Baseline no of bridges 2,000)	Reporting to commence in 2020
		Support the Kildare National Road Office to deliver improvements and upgrades to the National road network.	Transport Infrastructure Ireland Transport 21	Annual spend on National Road Network	
		Operate an effective road licensing system and management of road openings in a coordinated way	National Development Plan / Department of Transport, Tourism and Sport Roads Programme (DTTaS	No. of road opening licenses processed	1,260
Roads & Transportation and Public Safety	**1.2 Collaborate with agencies to strengthen our ability sustain responsive and effective operations and services to reduce the impacts of extreme weather conditions and climate related emergencies.**	Deliver the Annual Winter Maintenance Programme.	Purple Book (DTTaS)	No of routes serviced	10 Winter Salting Routes
				Kilometers of Roadway Salted	620 kilometers of roadway salted
		To implement the Severe Weather Plan as required.	Kildare Severe Weather Plan	Ensure effective planning and coordination to deliver an efficient response when emergencies arise	One Interagency Meeting per year
		Appropriate and timely response to Major Emergencies	National Major Emergency Plan		6 MEMC Meetings per year
			Kildare Major Emergency Management Plan		One Interagency Meeting per year
	5.2 Promote and support the use, development and maintenance of sustainable transport alternatives including walking, cycling and public transport in collaboration with key transport stakeholders and agencies	Promote and support the development and maintenance of walking/cycling routes within the County in conjunction with other Agencies.	National Strategy for the Development of National and Regional Greenways	No of cycleway Schemes delivered each year	Reporting to commence in 2020
	5.2 Promote and support the use, development and maintenance of sustainable transport alternatives including walking, cycling and public transport in collaboration with key transport stakeholders and agencies	To deliver the Greater Dublin Area Cycling	National Transport Authority (NTA)	No. of NTA funded projects ongoing at year end. (end 2018)	Eight (8) projects
		Network for Kildare in accordance with NTA annual funding allocations.	Strategy for the Greater Dublin Area	Cumulative no of new park and ride spaces and bicycle facilities provided	60 park and ride
		To ensure our services, projects and programmes promote the Climate Action Plan for County Kildare	Kildare Climate Action Strategy / National Sustainable Development Plan	Number of new rural bus routes - LocalLink Routes	12 bicycle lockers / 37
		Optimise sustainable alternatives, LocalLink and public transport to the use of motorized vehicles	Kildare Climate Action Strategy / NTA BusConnects Strategic Plan	Cumulative no. of bus stops and related infrastructure provided	Reporting to commence in 2020
		Support BusConnects			

Functional Area	Corporate Plan	Performance Goals	Supporting Programme	Measurement Methodology	Actual Current Operational Baseline (2018 data unless otherwise stated)
Roads & Transportation and Public Safety	**5 "Continue to plan, deliver and maintain key infrastructure in our County that sustains mobility and access and positions Kildare to achieve sustainable growth."**	Deliver major capital infrastructure project Deliver local traffic management projects to support mobility and ease congestion	County Development Plan 2020-2024 KCC Capital Programme 2018-2021 (end 2018)	3 Year Capital Programme	€111m
	5.1 Optimise connectivity and ease of access within and through the County through planning, development, maintenance, upgrade and management of a safe road network.	Deliver local traffic management projects to support mobility and ease congestion Ensure the continued safety of vulnerable road users Develop and publish a Road Safety Plan Complete the County Speed Limit Review Promote Road Safety with the Road Safety Authority, An Garda Síochána and other key stakeholders in promoting and improving road safety in the County	Department of Transport, Tourism and Sport Road Safety Authority National Road Safety Plan Roads Act 1993 Kildare Speed Limit Bye Laws – completion yes/no	Cumulative no of Signalised junctions pedestrian crossings traffic cameras School flashing display signs electronic speed display sites Road Safety Working Together Group (RSWTG) Published Bye Laws as approved by Elected Members	Cumulative no of Signalised junctions 84 Pedestrian crossings 128 Traffic cameras 80 School flashing display signs 48 Electronic speed display sites 31 4 RSWTG Meetings per Year Completion of a 5 year plan for 2020-2024 4 RSTWG Meetings per year. Published Bye Laws as approved by Elected Members Publication of County Speed Limit Bye Laws
	5.3 Continue to provide infrastructure and facilities including car parking solutions, that support accessibility, commuters and the economic life of our towns and villages.	Manage parking to optimize parking spaces and support businesses and users Provide user friendly options to pay for Parking (discs and Park by Phone) as well as the management of on-street parking Continue to administer and enforce pay parking and associated Bye Laws Manage Enforcement System	Kildare County Parking Policy 2016	No of towns and villages with pay parking	7
	5.4 Support the development of a Digital Strategy that enhances our County's economy by enabling rollout of broadband and telecommunications infrastructure by relevant providers	Support the installation of services and rollout of broadband services by relevant providers.	National Digital Strategy	No of road opening licences for telecommunications companies	Reporting to commence in 2020
	1.3 Ensure over the lifetime of the Corporate Plan that climate action is mainstreamed into the Council's policies, buildings, infrastructure and operations to reduce energy demand	Implement the National Public Lighting Upgrade Project to improve energy efficiency and the safety of the County road network.	Climate Action Plan - National Public Lighting Upgrade Project	% of public street lighting infrastructure that is low energy (baseline stock 28,000 public lights Sept 2019)	Measurement commencing when Project commences in County Kildare. Regional Project, led by Kilkenny County Council

COMHAIRLE CONTAE
CHILL DARA
KILDARE COUNTY COUNCIL