

KILDARE LOCAL DEVELOPMENT STRATEGY

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European Agricultural Fund for Rural Development
Rural Development Programme 2014 -2020 Ireland



An Roinn Ealaíon, Oidhreachta,
Gnóthai Réigiúnacha, Tuaithe agus Gaeltachta
Department of Arts, Heritage,
Regional, Rural and Gaeltacht Affairs



The European Agricultural Fund
for Rural Development
Europe investing in rural areas



Coiste um Fhorbairt Pobail Áitiúil Chill Dara
Kildare Local Community Development
Committee

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Glossary of Terms

Abbreviation/Term	Definition
BTWEA	Back to Work Enterprise Allowance
CEDRA	Commission for the Economic Development of Rural Areas
CKLP	County Kildare LEADER Partnership
CLG	Company Limited by Guarantee
CLLD	Community-Led Local Development
CPR	Common Provisions Regulation (EU Regulation 1303/2014)
CRO	Companies Registration Office
CSO	Central Statistics Office
CSP	Community Services Programme
DECLG	Department of Environment, Community and Local Government
EAFRD	European Agricultural Fund for Rural Development
ED	Electoral Division
EEA	European Environment Agency
EI	Enterprise Ireland
ENRD	European Network for Rural Development
EPA	Environmental Protection Agency
ESDP	European Spatial Development Perspective
ESF	European Social Fund
ESPON	European Observation Network for Territorial Development and Cohesion
ETB	Education and Training Board
EU	European Union
HSE	Health Service Executive
ICM	Integrated Catchment Management
ICT	Information and Communications Technology
IFI	Inland Fisheries Ireland
ILDN	Irish Local Development Network
ISO	International Organisation for Standardisation
KCC	Kildare County Council
LA	Local Authority
LAG	Local Action Group
LCDC	Local Community Development Committee
LDC	Local Development Company
LDS	Local Development Strategy
LEADER	Liaison Entre Actions de Développement de l'Économie Rurale Links between Actions for the Development of the Rural Economy
LECP	Local Economic and Community Plan
LEO	Local Enterprise Office

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Abbreviation/Term	Definition
MA	Managing Authority for the RDP (The Department of Agriculture, Food and the Marine)
NBP	National Broadband Plan
NDP	National Development Plan
NEET	Not in Education, Employment, or Training
NGO	Non-Governmental Organisation
NHA	National Heritage Area
NPWS	National Parks & Wildlife Service
NRN	National Rural Network
NSS	National Spatial Strategy
OECD	Organisation for Economic Co-Operation & Development
OHSAS	Occupational Health and Safety Assessment Series of Standards
PPN	Public Participation Network
Promoter	Promoter of a Project (beneficiary of funding)
RBMP	River Basin Management Plan
RDP	Rural Development Programme (also known as Operational Programme)
REDZ	Rural Economic Development Zones
RSES	Regional Spatial and Economic Strategies
RSS	Rural Social Scheme
RTP	Rural Transport Programme
SA	Small Area
SAC	Special Area of Conservation
SICAP	Social Inclusion and Community Activation Programme
SLA	Service Level Agreement
SMEs	Small and Medium Enterprises
SPA	Special Protected Area
SPC	Strategic Policy Committee
SWAN	Sustainable Water Network
TCC	Tax Clearance Certificate
WFD	Water Framework Directive

At all times Kildare LAG will ensure that the design and operation of Kildare Local Development Strategy will be in full compliance with the current requirements of the **LEADER Operating Rules: Rural Development Programme Ireland.**

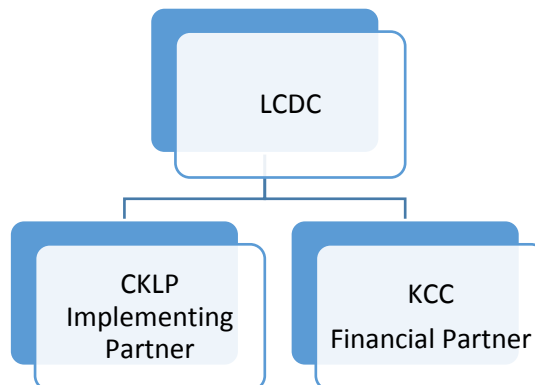
Section 1 The Local Action Group (LAG)

1.1 Organisation Legal & Contact Details

Organisation Detail & Legal Description	
Name of LAG	Kildare Local Community Development Committee
Contact Name	Peter Minnock
Position	Chief Officer
Postal Address	Level 7, Aras Chill Dara, Devoy Park, Naas, Co. Kildare W91 X77F
Telephone No:	045 980 800
Email Address	lcdc@kildare.ie
Website	www.kildarelcdc.ie
Date of Establishment	May 16 th 2014
Legal Structure	Committee Structure

1.2 Overview of LDS Operational Model

Kildare Local Community Development Committee (LCDC) will be the Local Action Group (LAG) for the delivery of the RDP LEADER Programme 2014-2020. County Kildare LEADER Partnership (CKLP) will be the Implementing Partner and Kildare County Council will act as the Financial Partner.



1.3 Legal Status

Kildare LCDC operates as a committee structure and was established on May 16th 2014 by resolution of Kildare County Council under the provision of Part 6 of the Local Government Reform Act *“for the purposes of developing, co-ordinating and implementing a coherent and integrated approach to local and community development”*.

Kildare LCDC’s key function is to provide a strategic, joined-up approach to local and community development within the county. It has responsibility for the development and implementation of the Local Economic and Community Plan (LECP) in conjunction with the members of the Economic Development and Planning Strategic Policy Committee. Kildare LCDC plays an increasing role in overseeing and determining local development and community related funding for Kildare.

In addition, Kildare LCDC is responsible for commissioning and overseeing the

implementation of the Social Inclusion Community Activation Programme (SICAP). It has also secured pilot funding through the National Office of Suicide Prevention (NOSP) to roll out Mojo - A Men's Mental Health and Education Programme, which is currently running successfully in Kildare Town and Celbridge. In addition, the LCDC supports the Integrated Services Programme, and has prioritised discussions on homeless services, Athy Youth Employment, Children/Youth and Family Services.

The Kildare LAG will adopt all the relevant procedures and practices necessary to ensure that this LEADER 2020 Programme is fully compliant with all regulations, the operating rules and subsequent circulars. See Appendix 1 LAG Procedures Manual (contents page).

For the purposes of delivery, the LEADER 2014–2020 Programme, CKLP will be the Implementing Partner and will operate under a Service Level Agreement (SLA) with the LAG. This agreement is currently being developed and will be finalised at a future LCDC meeting.

The ethos of Kildare LCDC is based on a number of key agreed principles:

- Community needs - particularly the most vulnerable
- Equal participation
- Listening
- Honest/open/trusting approach to working together
- Respect difference
- Action focus - follow through on decisions made
- Solution-focused approach

Kildare LAG confirms that 40% minimum of the project budget will be allocated to '*time-limited*' calls for proposals as required under the programme. These calls will be designed and developed, as needs arise, by CKLP, appropriate to the specific Themes, Sub-themes and Actions in agreement from the LAG. This process will be used to encourage engagement with the LEADER programme from communities, business and individuals across the county throughout the lifetime of the programme in line with the Local Development Strategy (LDS).

In summary, the LAG will be responsible for:

1. Setting the overall strategic direction for the LDS, and agreeing the strategic priorities, budgets and objectives
2. Delegation of the Implementation roles in line with the SLA
3. Delegation to the Financial Partner the responsibility for Article 48 checks, payment of funds, and indemnification of the LAG and, to an appropriate level, the Implementer
4. Monitoring and reviewing performance of the Implementer as defined by the SLA
5. Agreeing calls for targeted proposals
6. Considering projects for final approval
7. Final decisions on project allocation, approval or rejection
8. Responding with decisions in a timely manner to avoid delays in the project approval process

1.4 Kildare LCDC/LAG Composition

Kildare LCDC is composed of statutory (public) and non-statutory (private) sector members, including local authority members and officials, state agencies, private sector, local development and community representatives in line with Departmental directives.

Kildare LCDC is a 19-member committee with a gender balance of 39% (7) female and 61% (11) male.¹ The LCDC will continue to endeavour to reach gender parity. This will be achieved by consistent promotion of female representation for positions as they become available. All nominating bodies, both statutory and non-statutory, will be appraised on the requirement of gender parity in writing, and this will be a consideration of the LAG when approving new members.

The Public Participation Network (PPN), as the mechanism for nominating five of the non-statutory seats, will be made explicitly aware of the need to promote, support, and nominate female representation to the LCDC.

There is no official requirement to rotate LCDC members representing the statutory sector. Kildare LCDC will rotate the non-statutory members on a three-year basis as provided for under legislation.

In conformity with Article 32 of EU Regulation 1303/2013, Kildare LCDC will operate as a Committee *'composed of representatives of public and private local socio-economic interests, in which at the decision making level neither public authorities.... nor any single interest group represents more than 49% of the voting rights'*.

Membership of the LCDC is fixed by statute and Kildare LCDC adheres to the requirement whereby decisions are approved based on:

- ❑ Maintaining a quorum with a ratio of 51% Community and Social Partner representation, and 49% statutory representation; *and*
- ❑ Operating in line with the *Best Practice* requirements underpinning the establishment of the LCDC, EU, and national rules and guidelines.

1.5 Sub-Committees

The LAG will establish other strategic and policy sub-committees as deemed necessary. Each sub-committee appointed shall be established with a dedicated terms of reference. All decisions of sub-committees will be ratified by the LAG. Kildare LAG will strive to ensure that sub-committees comprise a strong cross-representation in terms of experience and gender balance.

1.6 Meetings and Attendance

Initially, LAG meetings will be held bi-monthly following LCDC meetings. See Appendix 2 for current LCDC Standing Orders. Once the LEADER programme commences, monthly meetings will be held. The LCDC will schedule suitable meeting timeframes to allow for decision making on competitive, targeted and rolling calls. Kildare LCDC will operate professionally and meetings will be compliant with all Department Circulars and requirements. A minimum of 60% of LAG members will be present at meetings, after all conflict of interest issues have been addressed to allow for decisions in relation to project funding. Meetings will be postponed and re-scheduled where a quorum cannot be reached. Attendance at LCDC meetings to date is on average 77%.

In acknowledgment of the largely voluntary status of the LAG and to enable participation of LAG members who may not be in a position to attend meetings, a written decision-making procedure that allows flexibility and enables decisions to be taken will be in place. However, individual LAG members will only be able to evoke their decision through this written process once out of every four consecutive LAG meetings. Where this occurs, LAG members will be

¹ There is currently one vacant seat (non-statutory) which will be filled in the coming weeks.

provided with all relevant documentation and indicate their vote in advance of the meeting.

Members of the LCDC possess an extensive range of skills and experience which will result in efficient and effective delivery of the LDS in line with a strong Community Led Local Development (CLLD) approach. This broad representation allows for maximising of resources and will ensure that duplication is avoided. See Appendix 3 for full details which is summarised in Table 1 below.

Table 1 – Local Community Development Committee/LAG Representation and Profiles

Statutory Interests 9			
Sector	Members Name	Organisation	Member Profile
Local Authority Elected Members	Councillor Suzanne Doyle	Kildare County Council	Councillor for over 12 years. Current chairperson of Economic Development and Planning Strategic Policy Committee (SPC). Former chairperson of Housing SPC. Member of KCC Corporate Policy Group. Involved in running family business and board member of a number of organisations including voluntary housing association.
	Councillor Mark Wall	Kildare County Council	Councillor for over eight years. Mayor of Kildare 2013/2014. Member of KCC Corporate Policy Group. Director on a number of boards including ACAR (drugs service), Athy Heritage Centre.
	Councillor Fintan Brett	Kildare County Council	Councillor for over six years. Current member of Kildare Joint Policing Committee (JPC). Former chairperson of Naas Area Committee. Director of a number of companies including Kildare Community Network.
Local Authority Officials	Peter Carey	Chief Executive Kildare County Council	Chief Executive (CE) since 2014, former CE of Laois County Council. Chairperson of Local Government Management Agency (LGMA). Member of Housing and Sustainable communities' agency. Oversees the smooth running of KCC with budget of €140m employing 1,000 staff.
	Mary Foley	Acting Head of Local Enterprise Office	Leixlip Town Clerk for 16 years. Head of community and enterprise section for four years. Member of national committee for ploughing championships.
State Agencies	Sean Ashe	Chief Executive Kildare Wicklow Education Training Board	CEO of KWETB since 2013, previous CEO of Kildare VEC 2002-2013. Member of governing body Maynooth University. President of Chief Executive and Education Officers Association. Responsible for budget €150m and 2,500 staff.

	David Walsh	Chief Officer Dublin Mid Leinster Health Service Executive	Chairperson of LCDC rural development sub group. Extensive experience of commissioning services in health sector. Chairperson of newly established suicide prevention committee under annual budget in excess of €300m.
	Patricia Finlay	Area Manager Dublin South West, Kildare and West Wicklow - Tusla	Oversees Tusla services for the region. Chairperson of the Kildare Youth Mental health group. Chairperson of Kildare Children and Young People's Services Committee. Oversees annual budget of €30m and 180 staff.
	Eoghan Ryan	Principal Officer Mid Leinster- Department of Social Protection	Led team to remodel former social welfare office network into Intreo. Previously head of facilities management unit with an annual budget of €56m. Background in planning and urban design. Former experience as head of planning and urban design with semi state body.
Non Statutory Interests 10			
Local and Community Development	Patricia O'Brien	Chairperson – County Kildare LEADER Partnership	Current school principal, former education officer with KWETB 2012-2015. Board member of KELT and vice chairperson of CKLP until 2015 when assumed chairperson role. Member of hearings committee Kildare County Board GAA.
Social Inclusion	<i>Vacancy</i>	KARE	
	Pat Doyle	CEO - Peter McVerry Trust	CEO McVerry Trust since 2005. Over 26 years' experience working in social exclusion and current chairperson of LCDC SICAP sub group. Member of KCC and DCC SPC housing. Member of Dublin Region Homeless Executive. Oversees budget of €13.5m. McVerry Trust runs a number of services in Kildare, including partnership with KCC to run after hour's homeless service.
	Lisa Baggot	Coordinator- South Western Regional Drugs and Alcohol Task Force	Manages a budget of circa €1m to provide a range of drug/alcohol services in Kildare. Member of a number of organisations and closely collaborates with a number of initiatives including schools' completion programme. Current member of CKLP social inclusion sub group.
Community and Voluntary Sector	Anthony Egan	County Kildare Community and Voluntary Forum	Chairperson and member of Kildare Community and Voluntary Forum since 2004. Former member of Naas Urban District Council 1999-2004. Involved voluntarily in a number of initiatives across Kildare.

	Dermot O'Donnell	County Kildare Community and Voluntary Forum	Vice chairperson and member of Kildare Community and Voluntary Forum. Works with Disability Federation of Ireland at management level. Former board member of KELT and current board member of CKLP.
	Sarah Shakespeare	Manager Teach Dara	Manages Teach Dara community and family centre in Kildare Town with budget of €180k. Extensive experience of Partnership Companies and Iris system. Involved in a range of initiatives promoting education, training and development. Host site for Mojo programme.
Environmental Interests	David Walsh	An Taisce	Board member of CKLP for over six years. Environmentalist and former lecturer with Maynooth University. Extensive experience in overseeing the implementation of last LEADER programme.
Other civic society or local community interests	Mary Waters	Farming: IFA	Active member of IFA, and manages family farm. Member of Kildare County Childcare Committee and involved in a number of community initiatives including Community Alert.
	Allan Shine	CEO-North Kildare Chamber of Commerce	CEO of North Kildare Chamber since 2011 with turnover of €250k. Chairperson of Kildare Local Employment Services Network (LESN). Advisory Board member of Eden in Maynooth University. Member of Action plan for Jobs Mid East region.
Total No. of Members: 19			

1.7 LAG Decision Making Structures

1.7.1 Evaluation Committee – Funding Recommendations

The LAG will establish an independent Evaluation Committee, and members will possess requisite skills, knowledge and experience under the relevant LDS priority themes. This committee will adhere to the rules of the LEADER programme as required by the Department of Housing, Planning, Community, and Local Government (DECLG) and the Department of Agriculture, Food and the Marine (DAFM). This is a core committee of the LAG and will be responsible for evaluating applications and making recommendation for funding to the LAG.

Evaluation committee members will be independent and will not be members of the LAG. Members will have experience across the LDS priority areas and the Cross Cutting Themes ensuring expertise in the areas of social, economic and environmental aspects across the private and community sector.

It is envisaged that additional members with specific areas of expertise may be invited onto the committee where relevant. This would be particularly beneficial when assessing projects following targeted/time-specific calls for proposals under specific themes.

Evaluation committee members will declare any conflicts of interest and absent themselves from any deliberations where such a declaration is made. This will be recorded in the minutes of the meeting. All Department Circulars and Operational Rules will be fully communicated and outlined to this committee.

1.7.2 Evaluation Scoring Sheet

An evaluation scoring sheet will be developed to assess project applications. This will be completed, signed and dated by all Evaluation Committee members. The total scores of the Evaluation Committee will be aggregated and the average score recorded. A project must score a minimum of 65% of the total marks in order to be recommended for approval by the Evaluation Committee to the LAG. Where there is a targeted call for applications, projects will be ranked in order of highest to lowest as per the scoring record.

1.7.3 Evaluation Record

When projects are evaluated, a file capturing all of the required information outlined in the DECLG Operating Rules will be maintained. An evaluation record sheet will detail the rationale for the recommendation made by the Evaluation Committee. The sheet will also outline the rate of aid and grant ceiling if being recommended and contain all relevant conditions discussed and recommended by the committee.

1.7.4 LAG Decision-making

The LAG, as the overall decision-making body for the LEADER Programme, will make all decisions regarding approval and rejection of projects, budget allocations, and priorities in accordance with the LDS and will ensure:

- Voting by at least 60% of LAG members after all relevant conflict-of-interest issues have been addressed
- Ensure that at least 51% of those voting are non-public sector partners
- Decisions are carried by a majority vote
- Procedures are non-discriminatory and transparent
- Procedures and decisions are in line with Operational Rules/Circulars
- Where there is a tied vote, a motion is deemed not to be carried. The chairperson does not have the casting vote

The LAG may ask the Evaluation Committee to reconsider its recommendation or seek further information on the project before reaching a decision.

The LAG itself may perform, in certain circumstances, a full evaluation of a project submitted by the Evaluation Committee. In this case, it will adhere fully to the process prescribed for the Evaluation Committee i.e. complete new individual scoring records, ensure minimum aggregated score of 65% is reached, and clearly record the rationale for the decision.

All of the requirements outlined in the operating procedures will be adhered to. This is the

responsibility of the LCDC/LAG chairperson. Decisions made that are not in full compliance will be deemed invalid. All meetings of the LCDC/LAG, the Evaluation Committee, and any other sub-committees of the LCDC/LAG will be fully minuted, with minutes distributed in advance of meetings and retained on dedicated files.

1.7.5 Appeals Procedure

A project promoter/applicant may appeal and seek a review of the decision from the LAG. All appeals by applicants and promoters to Kildare LCDC/LAG decisions must be made to the LCDC/LAG in the first instance. A time limit of one month will apply for written appeals to be submitted by the applicant/promoter to the LCDC/LAG (one month from the date of the letter issued to the applicant/promoter with the original funding decision). In this case, the LAG will advise the promoter/applicant, in writing, within two months from the date of appeal request for review of the outcome of that review. The LAG will publicise widely on all relevant material that a right of appeal exists in respect of grant decisions by the LAG.

Where the promoter/applicant is dissatisfied with the outcome of the LAG review, they have the right to appeal the decision of the LAG in writing to the Department's Appeal Officer within 21 days of the LAG's decision. The Department will only directly consider the appeal on the basis of:

The processes and procedures followed by the LAG in reaching its original decision and carrying out the review; and Kildare LAG's interpretation of the relevant national/EU regulatory requirements. The Operating Guidelines require that the Department Appeal Officer must notify the applicant or promoter of their decision within 21 days of receipt of the appeal. This decision will be final and will not be re-considered by the Department.

1.7.6 Conflict of Interest

All LAG, Evaluation Committee members, and staff at Kildare County Council and CKLP must declare at each meeting any conflict of interest. Where a conflict of interest is declared, that person will absent themselves from any deliberations and the interest will be formally recorded in the minutes.

1.7.7 Project Selection Procedure for LEADER

Targeted Calls

In addition to rolling calls, the LAG confirms that a minimum of 40% of funding will be allocated in targeted time-specific calls for proposals annually from 2017 and will ensure that this target is reached over the lifetime of the programme. The purpose of targeted calls will be to ensure that LEADER:

- Delivers the best value for money
- Approves funding based on a comparative assessment
- Secures equal opportunities for all potential applicants
- Ensures funding in line with needs and priorities as identified in the LDS and LECP
- Ensures funding is available for the duration of the Programme

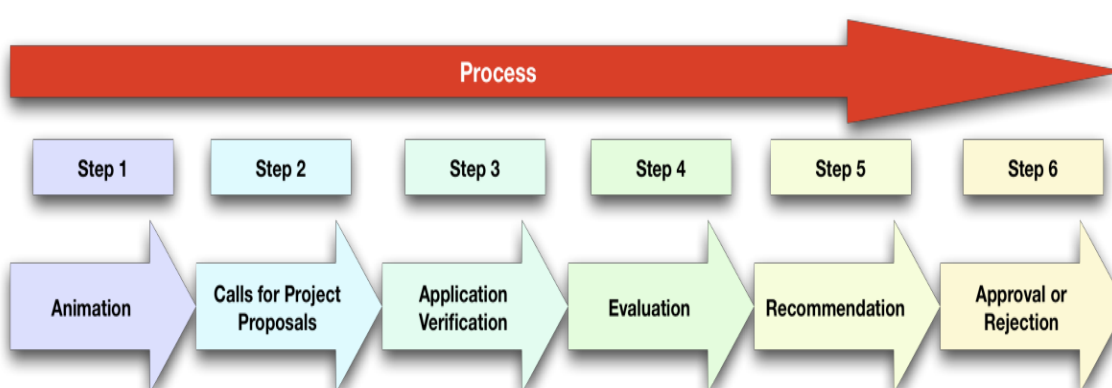
Where a theme has been covered by a targeted call, it will be ineligible under the 'rolling call' process for a period of six months after closing the targeted call. Targeted call and budgets will be determined in advance with the corresponding criteria, LDS priorities, budgets and

closing dates will be published to allow promoters to prepare applications adequately. Targeted calls will be preceded by an Expression of Interest Stage and will include:

- The Theme/s for which the call is issued
- Proposed overall budget for the call
- Maximum level of funding available to any individual project
- Qualifying criteria and marking scheme to be used
- Closing date for the receipt of applications
- Timeframe for assessing and notifying applicants of results

A specific Scoring Framework will be designed by the LAG in line with Programme and LDS Priorities and rules. See full details on projects selection process in Appendix 4.

Figure 1 – Process for Decision Making



1.8 LAG Roles and Responsibilities

The LAG will delegate responsibility for specific tasks to the Implementing Partner and Financial Partner. Such delegation and operating procedures will be set out in the Service Level Agreement (SLA) which will detail the various roles and responsibilities of each of the partners involved. Kildare LCDC is currently developing the SLA which will be approved at a future LCDC meeting.

1.8.1 Implementing Partner

<p>Legal Name: County Kildare LEADER Partnership</p> <p>Contact Justin Larkin, Chief Executive Officer, Jigginstown Commercial Centre, Old Limerick Road, Naas, Co. Kildare W91 A2XE Tel: 045 895450 Email: Justin@countykildarelp.ie</p>

Kildare LCDC/LAG will enter into a SLA with CKLP as the *Implementing Partner*. CKLP will be responsible for day-to-day implementation of the LDS with Kildare County Council as Lead Financial Partner, responsible for the financial management of the programme in line with the requirements of the Operating Rules. See Appendix 5 for Summary of Implementing Process Chart.

CKLP, as the implementing partner of the Kildare LEADER Programme on behalf of the LAG, will operate on the basis that:

- CKLP will sign a SLA with Kildare LCDC/LAG to implement the LEADER RDP 2014-2020 programme, based on the funding allocation of €5,261,600 awarded on 10th March 2015.
- The implementing role will be assigned to CKLP for all project implementation elements of the programme. There will be no fragmentation of the programme delivery role and function amongst other partners.
- A separate heads of agreement will be developed between Kildare LCDC/LAG and CKLP in relation to other LEADER funds awarded under the Co-operation Projects Fund, the DAFM Artisan Foods Fund and the Rural Economic Development Zone (REDZ).
- The Principles of the Partnership Approach being adopted are set out in Appendix 6.

1.8.2 CKLP Governance

CKLP is a registered company limited by guarantee, registration number 450048. The Company was incorporated on 30 November 2007. The Company has Charitable Status from the Revenue Commissioners – CHY 17981. Its registered office is at Jigginstown Commercial Centre, Old Limerick Road, Naas, Co. Kildare.

CKLP was originally established under the Governance Guidelines (October 2007) issued by the Department of Community, Equality and Gaeltacht Affairs. Accordingly, the number of Board members set out for a rural Local Development Company (LDC) was 24, covering four pillars – Local Government, National Social Partners, the Community/Voluntary, and Statutory Sectors.

The Department of Environment, Community and Local Government established a Review Advisory Group in February 2012 to examine the Governance Guidelines previously issued and to make recommendations regarding the future operations of the LDC Boards. On 21st September 2012, the Department issued advice to all LDCs in respect of Board membership. It advised that rural LDCs could reduce their board size to 15 members.

On 20th June 2014, the EU Rural Development section of the Department issued Circular 06/2014 advising that the Department was decoupling all LDCs from the Corporate Governance Guidelines (2007). In effect, the Boards were no longer bound by the Corporate Guidelines and each Board was given the flexibility to determine its own membership and representation, as appropriate to the range of programmes the LDC was delivering at any given time.

In late 2015, the CKLP Board reviewed its operations and board membership and agreed to reduce the membership to a minimum of 15 people and maximum of 17, and to retain representation from across the four pillars as was previously the case.

Table 2 sets out the reduced membership agreed by the Board.

Table 2 – CKLP Board

Local Government	
Vacancy	Kildare County Council
Vacancy	Kildare County Council
Social Partners	
Vacancy	Irish Farmers Association (IFA)
David Walsh	Environment Network
Community and Voluntary	
Paul Croghan	Maynooth Municipal District
Sean Flannery	Maynooth Municipal District
Tom Cross	Naas Municipal District
Dermot O'Donnell	Celbridge-Leixlip Municipal District
Leo Mather	Kildare Municipal District
Dave Henshaw	Athy Municipal District
Vacancy	County Wide Social Inclusion Network
Vacancy	County Wide Social Inclusion Network
Statutory Agencies	
Patricia O'Brien	Kildare Wicklow ETB – Chair
Dr. Hilary Tierney	Maynooth University
Ned Loughlin	Teagasc
Co-option	
	Former Evaluation Committee member (RDP 2007–2013)
	Commercial/Business Expertise

With the exception of the Community and Voluntary sector, all other board members are nominated to the Board by invitation from CKLP. Nominations from the Community and Voluntary sector have come through the Community & Voluntary Forum.

Nominations for the current vacancies within the revised structure are currently being sought, as follows:

- ✓ Correspondence has issued to Kildare County Council seeking nominations to the Board.
- ✓ Correspondence has issued to the IFA County Branch, seeking a nomination to the Board.
- ✓ With the establishment of the PPN in Kildare, and its function to appoint representatives to other bodies in the county, the Board is seeking two nominations from the PPN representing Social Inclusion Interests.
- ✓ A former member of a CKLP Evaluation Committee has agreed to be co-opted onto the Board.
- ✓ The Board is currently looking for a person with commercial/business expertise to join the Board.

1.8.3 CKLP Board Induction Process

Each new member of the CKLP Board is met on a one-to-one basis by the CEO to be

briefed on the activities of the company and the role/responsibility of the Board member. A standardised Pack of Information is given to all new members, outlining the operational workings of the company.

Staff Handbook: A Staff Handbook has been prepared to give all staff members a clear understanding of the employment practices, policies and procedures agreed by the Board of the Company, in compliance with company and employment law.

Health & Safety policy: A statement has been prepared in line with the Safety, Health and Welfare at Work Act, 2005. This statement sets out the responsibilities of Board, management and staff in respect of the arrangements agreed for the safety of all employees and any person entering Company premises. This statement is reviewed annually.

LEADER Procedures manual: It has been a standard practice for a detailed Procedures Manual to be prepared for each Rural Development Programme, to take account of the EU Regulations and the Operating Rules governing the programme. A detailed manual is being prepared for the new programme, which sets out all the procedures required in terms of implementing the new programme, as well as defining the duties for the Board, Senior Management, Financial, Administration, and Project Officer Staff.

Conflict of Interest: Every Board member and Committee member, management and staff is required to fill out an Annual Conflict of Interest Declaration as well as completing a Register of their interest. This information is kept securely on file at all times.

1.8.4 CKLP Role and Responsibilities

As outlined in section 1.11.2, CKLP has significant experience of implementing successful LEADER programmes across Kildare. The key roles and responsibilities of CKLP are to:

1. Work collaboratively to draw-up the LDS, in conformity with the LECP
2. Develop and issue calls for proposals
3. Manage call for proposals processes
4. Manage open-call project application processes
5. Implement, manage and coordinate animation activity in the LAG area
6. Develop funding proposals with project promoters
7. Receive and process funding applications
8. Prepare and collate documentation for Article 48 checks
9. Submit files for Article 48 checks
10. Project development, management and monitoring work with project promoters
11. Develop Implementer-led projects
12. Submission of projects to the LAG Evaluation Committee
13. Recommend applications to the LAG for final approval, rejection or referral
14. Prepare and issue contracts with project promoters on behalf of the LAG. All documentation will issue under name of the Kildare LAG
15. Report quarterly on activity to the LAG
16. File management, audit compliance and administration related to the above actions

1.8.5 Financial Partner

Kildare County Council will be the lead financial partner for the LEADER Programme and the roll out of this LDS. The LAG will be supported by the financial system and procedures in place both in Kildare County Council and CKLP in line with the Operating Rules and Department Circulars. Article 48 procedures and checks will be carried out on all applications for support at three intervals, (1) prior to evaluation stage, (2) prior to Letter of Offer being issued, and (3) on submission of each claim for payment. The financial partner understands that Pobal will complete these check initially with KCC staff completing onsite components where required. This task will transfer fully to the LAG/Financial Partner in due course which may in turn outsource this element. All checks on administration and animation expenditure, and in-house projects will be inspected by Pobal on behalf of the Department.

Primarily the role of the financial partner will involve:

- Providing advance administration and animation funding to support the activity of the LAG
- Making payments to Promoters on behalf of the LAG
- Making returns on running costs
- Undertaking Article 48 Administration Checks (carried out initially by Pobal)
- Verifying and approving expense claims
- Submitting Drawdown Claims to Department

Table 3 - Overview of the roles and responsibility of all parties in the implementation of the Kildare LDS

	Role	Responsibility
1.	Initial Project Enquiry Expression of Interest	CKLP CKLP
2.	Animation and Capacity Building	CKLP
3.	Calls for proposals and open-ended applications Approve in principal calls and selection criteria for proposals in accordance with the priorities and objectives outlined in Kildare LDS Promote and publicise calls across Kildare Manage open-ended applications on an ongoing basis Manage <u>all</u> project applications to include site visit, application submission, process applications in preparation for Article 48 checks and evaluation sub-committee	LCDC/LAG- CKLP CKLP CKLP CKLP
4.	Project Evaluation The evaluation committee will assess projects and recommend either: Approve Defer Reject	LCDC/LAG Evaluation Committee with support from CKLP
5.	Project Decision Kildare LCDC/LAG will consider all project proposals received from the Evaluation Committee to: Approve Defer Reject All decisions will be made in compliance with the Kildare LDS and operating rules	LCDC/LAG
6.	Article 48 checks	KCC
7.	Project Processing Approved - Letter of offer, contract issued and site visit Rejected - Letter detailing rationale for rejection sent to the project applicant Deferred - Letter requesting additional information	CKLP
8.	Project implementation	CKLP
9.	General file management In line with operational rules and other directives issued	CKLP
10.	Project Payment Pre-project payment file prepared and associated tasks. File electronically transferred to KCC. Payment made to the project promoter via electronic transfer	CKLP KCC
11.	CKLP Board – will be informed of the project recommendations of the Evaluation Committee and the final decision of the LCDC/LAG	LCDC/LAG to CKLP

1.9 LAG's Financial Management

1.9.1 Kildare County Council – Financial Partner

Kildare County Council has significant professional competence of managing and implementing programmes funded by the EU and by the State and currently manages a budget in excess of €140 million.

KCC is familiar with the control and reporting requirements of various funding agencies and a wide variety of related regulation and legislation. All projects are managed through the financial management system, Agresso, where appropriate coding is set up and all expenditure and income is reflected within the codes set up for the project. This system provides an effective way to manage and process payments.

The County Council routinely manages numerous projects to develop roads and water infrastructure, public libraries, and community initiatives. It has secured and managed funding from outside bodies including European Structural Funds, Transport Infrastructure Ireland (formerly National Roads Authority), Enterprise Ireland, the Arts Council, Department of Environment and Local Government, Department of Arts and Tourism, and numerous others.

Currently, KCC is responsible for the management of the financial payments under SICAP, amounting to some €1 million per annum, in accordance with DECLG operating rules including:

- Responsibility for the overall financial aspects of the programme
- The quarterly claim from DECLG to CKLP to administer and animate the programme
- Making payments to promoters on behalf of Kildare LCDC/LAG
- Collating all running costs payment into one return

Financial Management Controls for LEADER

The financial management controls to be implemented by Kildare LCDC/LAG, Financial Partner Kildare County Council, and Implementer CKLP will be common to all parties to the SLA.

Bank Account and Payments

1. A separate coding structure will be established within Kildare County Council (as Financial Partner) to manage the flow of funding into the LAG, and the payment process to the Implementer
2. All payments from this account will be approved and minuted at the meeting of the LCDC/LAG in accordance LEADER guidelines and operational rules
3. All electronic payments must have two signatories, the CEO of the County Council/Chief Officer of the LAG and Chairperson/Vice Chairperson of the LAG
4. Administrative payments must be in line with the SLA
5. All Administrative Payments will be on a cash and receipt basis
6. All Administrative Payments will be made against electronic timesheets maintained by the Implementer

Project payments will only be approved when:

1. The project selection process has been followed. This will be confirmed through the Article 48 checks, plus in the project recommendation template
2. The LAG has formally approved or otherwise the recommendation from the Evaluation Committee
3. The Implementer's Project Officer has completed a project file containing paid original invoices, with related tax certificates, related original receipts, and third-party reports from architects/engineers, etc., if relevant
4. That the Implementer has electronic data system up to date;
5. The Chief Officer or his/her designated officer has received the fully completed Article 48 check, along with the file from the Implementer, or in the case of an internal project, a report, plus the file from an approved external invigilator, and that they are satisfied that the checks have been completed, and that the file is ready for payment
6. The Chief Officer will electronically sign off the file for payment to the Department.

1.9.2 Public Procurement Compliance

Kildare LCDC will have the support of KCC and CKLP to ensure adherence to public procurement requirements (See Appendix 2). All project applicants will be informed in advance of their procurement requirements outlined by CKLP. The procurement thresholds and guidance of the KCC supplemented by guidance in the operating rules will be strictly complied with. Where necessary, training and additional support will be engaged to ensure compliance.

1.9.3 CKLP – Implementing Partner

As the delivering body for the LEADER programme in Co. Kildare to date, CKLP has a comprehensive procedures manual in place detailing clear financial administration procedures for all staff to follow. See Appendix 7 for Governing Standards for Implementing Partner. These comply with operating rules and requirements in relation to the Rural Development Programme 2007-2013 and guide employees and the employer on the procedures in place to ensure a transparent, effective and secure delivery of the Programme. Chapters include detail on reporting structures, operational procedures, administration and expenditure checks, controls, complaints procedure, segregation of duties, reporting responsibilities, confidentiality, financial procedures, project development, assessment evaluation and claims procedures and tendering/public procurement procedures. The procedures outlined in this manual will be updated to reflect the new operating rules of the 2014-2020 programme period.

1.10 LEADER Staffing

1.10.1 Kildare County Council LEADER Staffing

Supports to be made available from Kildare County Council's Community Development Unit include, but may not be limited to:

- Chief Officer
- Administrative Officer
- Clerical and Administrative supports

Kildare County Council as the Lead Financial Partner will provide:

- Finance advisory expertise
- Procurement process expertise
- Internal Audit advisory expertise

1.10.2 CKLP LEADER Staffing

CKLP, as the implementing partner, will provide staff resources outlined in the following section to implement the LDS on behalf of the Kildare LAG. The staff will carry out contractual duties agreed between Kildare LCDC and CKLP. CKLP Staff will report to and be responsible to the CKLP Board. See Appendix 8 for staff experience and remuneration.

Specifically, the following staff resources will be available to support the implementation of the LDS through the Implementing Partner.

Table 4 – Implementing Partner Staffing Support

Professional Support	County Kildare LEADER
Rural Development Manager	1 FTE
Project Development Officer	1 FTE
Finance and Administration Coordinator	1 FTE
Rural Development Administrator	1 FTE

See Appendix 9 for all job descriptions.

The above staffing structure and resource is based on the following understanding:

1. Given the budget available, CKLP is endeavouring to employ people with the skills and expertise required to deliver the LDS. The programme budget allows for the four full time equivalent (FTE) positions as identified in Table 4.
2. The Rural Development Manager (RDM) will have a very hands-on role in terms of working with potential project applications. The Job Description supplied for the RDM reflects this level of work activity. The RDM will provide the necessary animation supports alongside the Project Development Officer. Therefore, the delivery of the LDS is not just dependent on one Project Development Officer.
3. Other staff members (Finance and Administration Coordinator/ Rural Development Administrator) will also be in a position to support project promoters (be they communities or individuals) at various stages though the application and project payment processes. There will be a team effort and involvement of all staff in the implementation of the LDS.
4. Internal and External Animation Supports: The CKLP staff team will provide internal animation supports to communities and individuals throughout the life of the programme and appoint external animator where they are integral to the delivery of the project and particularly among the harder to reach communities and specialist area.

Other areas of technical expertise will be commissioned on behalf of projects to support promoters in the preparation of feasibility studies, research projects, the provision of technical assistance and the preparation of area-based plans

Through the combination of these work practices, the Kildare LAG/LCDC/Implementing Partner are confident that the full range of RDP actions will be delivered over the lifetime of the programme.

1.11 Relevant Experience

The LAG, CKLP and KCC have extensive experience in rural development, social inclusion, community development, project management, financial systems, governance and economic development. There are experienced professionals across the organisations involved that have the required expertise to assess and verify compliance with EU public procurement directives and the national public procurement guidelines to ensure compliance at all times.

1.11.1 Kildare County Council – Financial Partner

KCC has long-standing, extensive experience in supporting the community and economic sectors in Co. Kildare. It supported the establishment of the Integrated Services Programme, a collaborative multi-agency approach to economic and community development targeting three high-growth towns in Kildare under the County Development Board (CDB). KCC established the LCDC in 2014; this is performing very effectively and was responsible for developing the LECP and its ongoing delivery. A small sample of experience includes:

Community Development

- Establishing the highly successful Integrated Services Programme under the auspices of the CDB in 2010. This is a planned integrated approach to economic and community development to Kildare Town, Kilcock, and Celbridge
- Developing County Kildare Age Friendly Strategy and Naas as an Age Friendly Town
- Establishing Kildare PPN
- LCDC-Piloting initiatives such as Mojo, with funding secured through the National Office of Suicide Prevention as part of the Connecting for Life Strategy
- Managing the county's Arts and Library services
- Implementing estate management programmes
- Developing and maintaining playgrounds across the county
- Funding a range of community and sports facilities in conjunction with other stakeholders across the county
- Securing and supporting the work of Kildare Sports Partnership
- Establishing Kildare Fáilte

Managing calls for proposals

- Managing a range of community grant schemes, including the Drehid scheme in North West Kildare with Bord na Móna
- Amenity grants to community groups
- Managing calls for proposals and submissions to a range of statutory processes including LECP, county development plans, local area plans

Social Inclusion

- Establishing LCDC social inclusion sub-committee, chaired by CEO of McVerry Trust, to oversee the SICAP programme implementation
- Developing Kildare Integration Strategy
- Targeting library, sports, arts, community development responses at socially excluded areas/communities across the county

- Contracting service providers to run services such as homeless services in targeted parts of the county

Managing exchequer or EU funding

- Managing €140 million of public funding
- Securing EU programmes such as Interreg
- Integrating LEO as part of KCC
- Securing and managing REDZ initiative in Athy

Levering additional match funding

- KCC leverages funding through their essential service provision to the public. It co-ordinates funding both at national and EU levels for major infrastructural projects, capital projects and social initiatives. This includes collaboration with a range of statutory and non-statutory agencies e.g. new school building programmes, roads, homeless services, youth provision, sports and community facilities.

1.11.2 CKLP – Implementing Partner

CKLP was responsible for the delivery of the Rural Development Programme (2007-2013), and currently has responsibility and the authority to deliver the Social Inclusion and Community Activation Programme (2014-2017).

- Under the RDP 2007–2013, 232 projects were supported with €8.2m in LEADER grant aid
- Under the SICAP programme 2015-2017 (operated by CKLP on behalf of Kildare LCDC), CKLP exceeded key targets in 2015: 1,081 individuals were engaged with on a one-to-one basis (target: 1,035), 60 community groups were assisted (target: 54), the number of individuals 15 years and upwards in receipt of employment supports was 808 (target: 599).

CKLP is also responsible for the administration of a number of other programmes linked to the main funding programmes, including:

- The Rural Social Scheme, which currently employs 22 participants and one Supervisor, providing supports to 28 Community Groups throughout the county
- Five Local Training Initiatives based in Naas, Rathangan and Athy, to assist 70 unemployed people develop new skills that enable them seek full-time employment
- Two CE Schemes with 44 participants. The Business Development Programme in Allenwood assists local unemployed people to develop business ideas with a view to self-employment. The Addiction Services Scheme works with individuals in recovery and delivers services and work experience opportunities to community projects around the county
- TÚS. As the Implementing Body in County Kildare, CKLP is responsible for the employment of up to 300 unemployed people on placement with a range of community and voluntary groups, groups working with disadvantaged communities and local organisations that normally would not have access to employment schemes. CKLP operates one of the largest TÚS schemes in the country, which has supported significant improvement in the local environment and upkeep of community facilities throughout the county.

CKLP also acts as a host agency for the South Western Regional Drug and Alcohol Taskforce for Kildare and West Wicklow as well as the Older Voices Kildare Initiative, supporting the employment of five staff members.

In addition to the experience of CKLP in delivering a suite of publicly funded programmes, CKLP has inherited the expertise and experience of one of its predecessor organisations – KELT, which successfully delivered the LEADER 11 and LEADER + programmes in County Kildare. Collectively, CKLP has over 22 years' experience in delivering LEADER programmes.

Managing Calls for Proposals

- CKLP has operated calls for projects under the RDP 2007–2013 programme in respect of the Equine Sector, Rural Tourism, Craft and Food sectors as well as in support of training and animation initiatives in respect of enterprise, rural tourism, and public procurement.

Managing Area-Based Interventions

- CKLP, under the RDP 2007–2013, has supported a number of community groups/local areas to prepare area-based action plans, which subsequently lead to applications for additional financial supports under capital or training measures in support of actions identified in these action plans. CKLP can bring forward this experience to good use under the new programme.

Social Inclusion Interventions

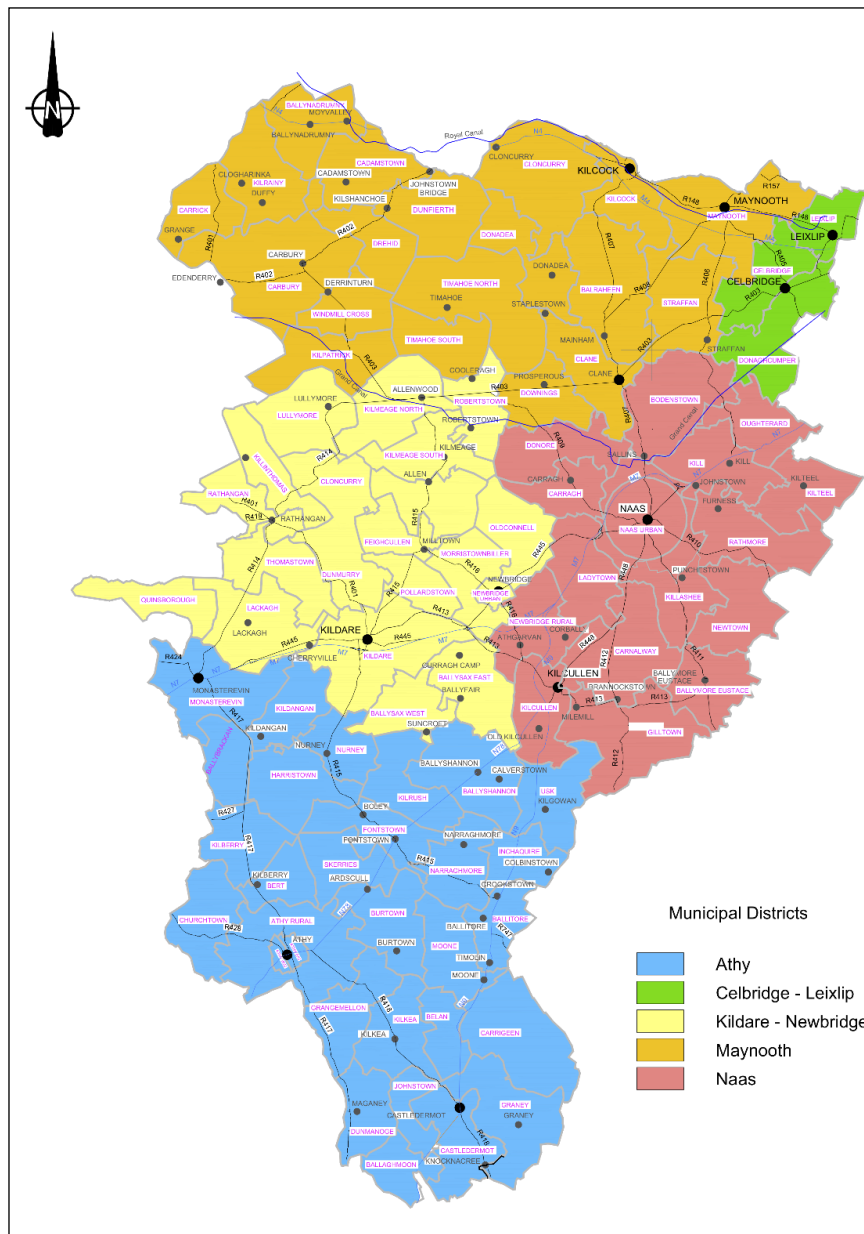
- Since the establishment of CKLP, a suite of rural development and social inclusion programmes are now delivered in an integrated and complementary manner. CKLP works actively with a range of rural and disadvantaged communities to assist people and communities realise practical outcomes in response to a defined need. The company has significant experience and success in delivering social inclusion programmes, and currently this is manifest in the SICAP programme.
- CKLP operates a bottom–up approach which involves empowering local communities, individuals, and businesses in rural communities all across the county to identify their own needs and to develop concrete actions and solution to address these needs.

Section 2 LDS Area Profile

2.1 Area Profile

This section presents an area profile of the sub-regional area of Kildare. Relevant socio-economic data and research are highlighted to identify key issues and broad trends to be addressed through this LDS. This LDS is being prepared for the geographic area of County Kildare, which comprises five Municipal Districts, 89 Electoral Divisions and 731 Small Areas. See full list of EDs in Appendix 10.

Map 1 – Municipal Districts and Electoral Divisions: Kildare



Kildare county covers an area of 169,426 hectares (1,964km²) and has a population of 210,312 (2011 Census) rendering it the fifth-highest populated county in the state. A defining demographic for the county is its rate of young people: Kildare has the highest rate of young people in the State with 37% of its population aged between 0 and 24 years accounting for 77,832 persons compared to the national average of 34%.

There are five Municipal Districts within the geographic area identified, all of which will be included under the range of actions proposed in this LDS. The five Municipal Districts and their associated Electoral Divisions are set out in the following table.

Table 5 – Municipal Districts and Electoral Divisions

Municipal Districts	Electoral Divisions
Athy	Athy East Urban, Athy Rural, Athy West Urban, Ballaghmoon, Ballitore, Ballybrackan, Ballyshannon, Belan, Bert, Burtown, Carrigeen, Castledermot, Churchtown, Dunmanoge, Fontstown, Graney, Grangemellon, Harristown, Inchaquire, Johnstown, Kilberry, Kildangan, Kilkea, Kilrush, Monasterevin, Moone, Narraghmore, Nurney, Skerries and Usk.
Celbridge Leixlip	Celbridge, Donaghcumper and Leixlip.
Maynooth	Ballynadrumny, Balraheen, Cadamstown, Carbury, Carrick, Clane, Cloncurry, Donadea, Downings, Drehid, Dunfierth, Kilcock, Kilpatrick, Kilrainy, Maynooth, Straffan, Timahoe North, Timahoe South and Windmill Cross.
Kildare Newbridge	Ballysax East, Ballysax West, Cloncurry, the part of the ED of Droichead Nua Rural west of the M7 motorway until it diverges with the M9 motorway and thereafter the part west of the M9, Droichead Nua Urban, Dunmurry, Feighcullen, Kildare, Killinthomas, Kilmeage North, Kilmeage South, Lackagh, Lullymore, Morristownbiller, Oldconnell, Pollardstown, Quinsborough, Rathangan, Rathernan, Robertstown and Thomastown.
Naas	Ballymore Eustace, Bodenstown, Carnalway, Carragh, Donore, the part of the ED of Droichead Nua Rural east of the M7 motorway until it diverges with the M9 motorway and thereafter the part east of the M9, Giltown, Kilcullen, Kill, Killashee, Kilteel, Ladytown, Naas Rural, Naas Urban, Newtown, Oughterard and Rathmore.

Source: Local Electoral Area Boundary Committee Report (2013)

Kildare's topography consists of a large fertile plain broken only by a number of hills with upland areas mainly on the eastern boundary with County Wicklow. This fertile plain forms part of the central lowlands of Ireland and extends throughout most of the county including the Curragh. The unique environment of the Curragh plains has influenced the development of

the equine industry in Kildare. The county is home to three racecourses (Curragh, Naas, and Punchestown), a number of international stud farms, and the headquarters of Horse Racing Ireland.

The county has a large stock of inland waterways including the rivers Liffey, Barrow, Slate, and Boyne and the Royal and Grand Canals. These waterways provide important environmental and landscape features and present potential for future development in biodiversity, tourism, and water-based activities.

Kildare has a wide range of rural eco-systems, habitats and sensitive landscapes which support diverse species. Significant sensitive areas of bogland are located to the north-west of the county and the largest-remaining Calcareous Fen in Ireland is sited at Pollardstown covering an area of 20 hectares and is a designated Nature Reserve and a Ramsar Wetland Site. In addition; Kildare has a wealth of natural, architectural, archaeological and cultural heritage sites and traditions. Kildare's EU and national designated sites include Pollardstown Fen, the Royal Canal, Carbury, and Red Bogs. Built heritage includes the impressive Carton House and Lullymore Heritage Centre and Discovery Park. Kildare is synonymous with the equine tradition and is home to the National Stud. See Appendix 11 for Kildare's Designated Areas of high nature value.

Kildare is one of the fastest-growing counties in Ireland. Its proximity to Dublin presents a number of economic, social and environmental opportunities and challenges. Over recent decades, both residential and industrial development pressures have emanated from the Greater Dublin Area, which have impacted significantly upon Kildare. Industrial and economic development has spread radially from Dublin city along the three primary motorway corridors (M4, M7, and M9).

Commuter populations are concentrated in the towns of Maynooth, Leixlip, and Celbridge in the north of the county, Naas, Newbridge and Kildare in the centre of the county and, to a lesser degree, Athy, Monasterevin and Castledermot in the south of the county.

Significantly, over 60% of the county's population live in the ten largest towns which cover only 5% of the county's land mass.

Population density across Kildare's main towns is five times higher than the county average. However, the largest of these towns, Newbridge, has a population 21,561 (CSO, 2011) while Kilcock, the smallest, has a population of only 5,533 and maintains its rurality. Significantly, over 60% of the county's population live in the ten largest towns which cover only 5% of the county's land mass. The smaller rural towns, villages, farmlands and settlements, which account for 95% of Kildare's land mass, support more, dispersed rural populations. This urban-rural dynamic is a particular defining feature of the county and one which results in a variety of challenges and opportunities.

As an inland county, Kildare is bordered by counties Dublin, Meath, Offaly, Laois, Carlow and Wicklow. Kildare has high quality infrastructural links to the capital city of Dublin and its surrounding counties and benefits from its proximity and accessibility to Dublin's air and ferry ports. Many of the main transportation corridors linking the Greater Dublin Area to the rest of the country pass through Kildare. These include three motorway corridors, National Primary Routes and National Secondary Routes. Various regional and local routes also traverse the county together with four mainline railway passenger services. Within the county, it is more difficult for residents in the more rural areas to get public transport to shops, schools and work and access to the main town centres. As a consequence, the Rural Transport Programme supports Kildare and South Dublin Local Link to provide local services in response to local demand. However, there are significant transport gaps in many of Kildare's rural areas such as; Rathangan, Athy to Newbridge, Ballymore Eustace, Robertstown, Prosperous, Kilmeague which further compounds social and economic imbalances for more dispersed communities.

Kildare has the second-highest rate of foreign-owned companies in the State and is a significant employment destination for inbound commuters. Companies like Intel and Kerry Foods employ some 11,610 people. However, the SME and micro-enterprise economy plays a very significant role in the county. Businesses employing less than 10 people currently provide 9,040 jobs, accounting for 92% of all active businesses in Kildare (POWCAR). This LDS will seek to support SME enterprises as a mechanism to create and sustain local employment opportunities and the local economy.

40% of Kildare's workforce commutes for work purposes outside of the county.

Forty per cent of Kildare's workforce commute for work purposes outside of the county. This dynamic has a negative impact on quality of life, social capital within communities, and the environment and is becoming increasingly unsustainable. This dynamic further builds the case for the creation of local employment opportunities.

Kildare is a diverse county with very different physical and socio-economic structures in its more urban and rural areas. This urban-rural dynamic brings its own specific set of challenges and opportunities. Deprivation levels have increased substantially in Kildare between 2006 and 2011. The county experienced the seventh-highest rate of increase in deprivation levels nationally (-8.1%) over this period. Demand for services in urban areas is higher and communities can experience hidden disadvantage and become disconnected from society and their communities. In addition, communities in rural Kildare often experience gaps or no provision in services and experience isolation and poor access to personal development and economic opportunities in areas like Robertstown and Prosperous. This LDS must strive to support this diversity among all communities in its peri-urban, urban and rural areas through the provision of interventions and supports that meet specific local needs.

2.2 Socio Economic Profile

Details on the Data Sources and Datasets used in the Baseline Report are provided in Appendix 12 and see following link to Socio-Economic Baseline Report as part of the Kildare Local Economic & Community Plan (LECP) 2016-2021.

<http://www.kildarelcdc.ie/wp-content/uploads/2012/07/Kildare-AIRO-LECP-Evidence-Baseline-Report-2015.pdf>

Demographics

2.2.1 Population

Kildare has a population of 210,312 (Census 2011) and has the fifth-highest population in the state, representing 4.6% of the State's total (4.58 million). Kildare has the highest rate of young people in the State with 37% of its population aged between 0 and 24 years accounting for 77,832 persons. Rapid growth has taken place over a 20-year period (1991 to 2011), with a massive 71.5% increase in Kildare's population base. Similar to the national average, the population is split almost evenly - 49.8% are male and 50.2% are female. The more recent 12.9% growth rate between 2006 and 2011 is the second highest in the state. The majority of this growth occurred in the main commuter towns. Kildare's population profile is dominated by families in the early stages of the family formation cycle, representing 50.8% of the total population. This trend is set to be evident in the outcome of Census 2016.

Kildare has the highest rate of young people in the State.

Kildare's rapid growth in population and concentrated density levels present challenges in terms of local employment opportunities, environmental concerns, adequate provision of services, and achieving integrated communities.

2.2.2 Derogation

Kildare reported a total population of 210,312 persons in Census 2011 with a corresponding population density of 124.6 people per km². The population density is below the threshold of 150 persons per km², as defined by the EU Commission. Consequently, Kildare is considered a rural area for the purposes of the Rural Development Programme.

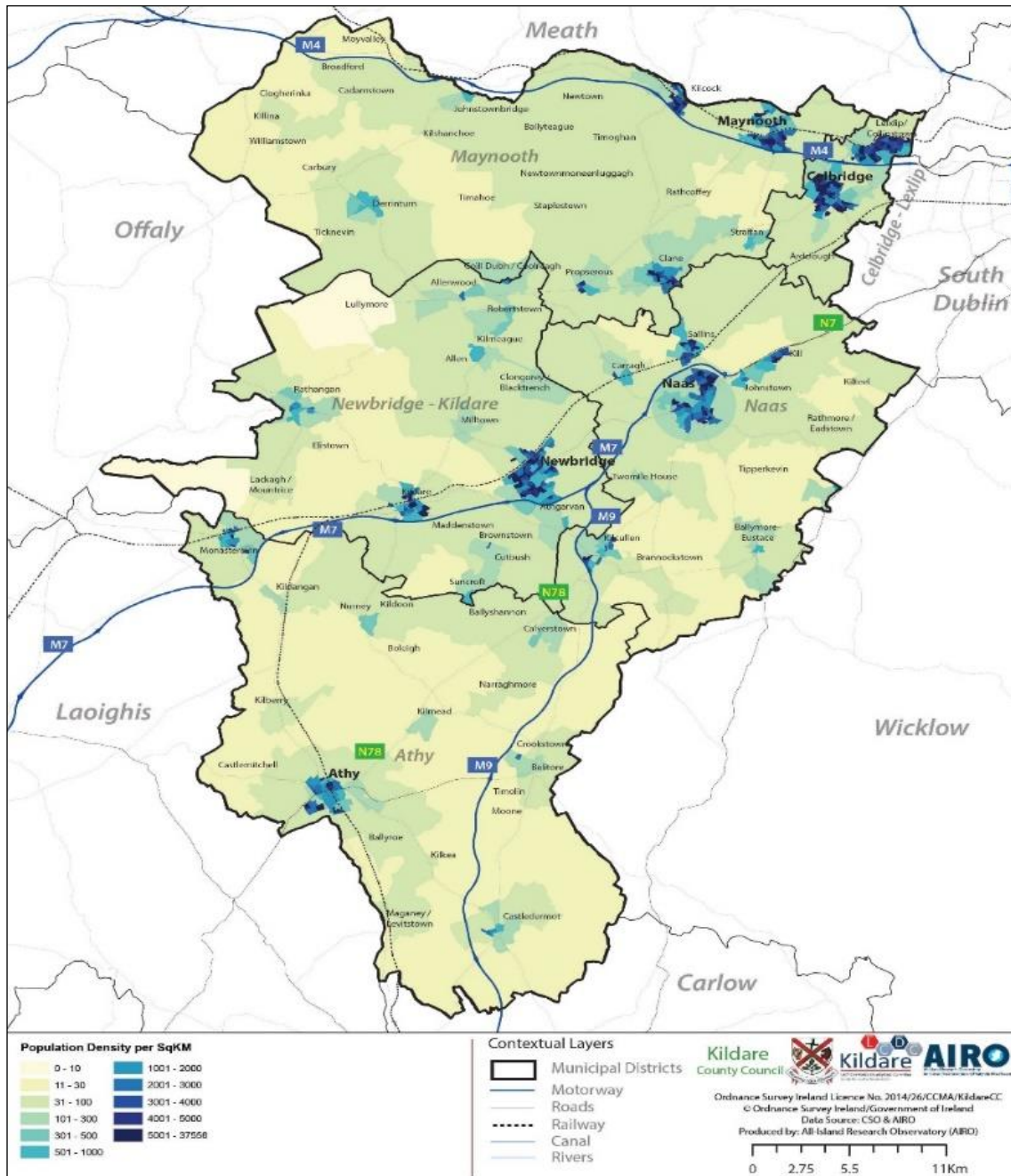
Kildare was identified as a single sub-region for the purposes of the Rural Development Programme 2014-2020 Ireland – Stage 1: LAG Expression of Interest – 15th May 2015.

It is noted that the guidance within Article 33(6) of the CPR states that the population of LAG Areas should not exceed 150,000 inhabitants. It is also noted that, in certain circumstances, the Member State and European Commission may approve derogation to this limit.

Kildare LCDC is seeking a derogation to allow all of the population of Kildare to be included as part of this Local Development Strategy as requested under Stage 1 of the Application process to the Department.

Kildare LCDC considered all potential implications and options in terms of the population and communities that should be considered within this LDS. The LCDC has concluded that there is a strong rationale to support the request for this derogation. Kildare LCDC is of the firm view that the maximum synergies of all community orientated programmes as well as the maximum collaboration of Local Development with the services of Local Government can be achieved once the full county population is eligible for the respective supports of both Local Development and Local Government. See population density map following.

Map 1. Kildare's Population Density per km²



2.2.3 Age Profile of Population

As Kildare experiences rapid population growth, it is necessary to examine the age profile trends within the county to assist with future planning for the various age cohorts.

Table 6 - Age profile of Kildare Population versus State

Age	0 - 4	5 - 12	13 - 17	18 - 24	25 - 44	45 - 64	65 plus
Kildare	18,914	26,800	13,735	18,383	70,456	49,368	19,656
	9%	12.7%	6.5%	8.7%	33.5%	21.6%	7.9%
State	7.8%	11%	6.3%	9%	31.6%	22.7%	11.7%

Source: CSO (2011)

Census 2011 reported that Kildare had a population of 77,832 young people, representing 37% of persons between the ages of 0 and 24 years. This means that the county has the highest rate of young people in the state. LEADER defines Young People as being between 15 and 35 years of age, upon some deeper research carried out during the preparation of this LDS, we note that 2011 Census indicates some 65,130 young people in this age cohort in Kildare. This trend is set to grow year on year given that Kildare has the highest birth rate in the county. Planning for current and future needs of young people is paramount for Kildare.

The number of persons aged 65 and older is also worth noting. At 19,656, this age cohort accounts for 7.9% of the county's total population, up 30.3% since the 2006 Census, and the second highest rate of increase in the State. Importantly, it is noted that there is a higher concentration of older people in rural Kildare. This LDS must seek to develop appropriate supports and interventions for these harder-to-reach communities. See Appendix 13 for map indicating the dispersal of older people throughout the county of Kildare.

2.2.4 Youth Dependency (0-14 years)

At 36%, Kildare has the fourth-highest youth dependency rate (YDR) in the country which is significantly higher than the national average. Within the county itself, the YDR is above county average in the larger urban areas of Athy (38.8%), Kilcock (41.6%), Kilcullen (41.8%), Castledermot (49.4%), Clane (40.4%), Kill (46.7%), Rathangan (47.9%) and Sallins (40.8%). A significant number of smaller rural settlements also have higher than county averages including Ballymore Eustace (42.5%), Carragh (40.78%), Coill Dubh at a massive 77%, Johnstownbridge (59.6%), Kildangan (47.7%), Kilmeague (40.3%) and Straffan (50.2%).

Table 7 - Youth Dependency Rate 2006-2011

Area	Youth Dependency Rate 2006	Youth Dependency Rate 2011
Kildare	32.95	36.29
Mid East	32.94	36.51
National	29.73	31.87

Source: Pobal HP Deprivation Index (Haase and Pratschke, 2012)

2.2.5 Family Formation Cycle and Household Size

Kildare has high levels of child and youth dependency with over 37% of the population aged between 0-24 years, the highest in the state. The county is dominated by families in the early stages of the family formation cycle, representing 50.8% of the total population versus the national figure (45.9%). Kildare has a notably large average household size. At an average of 2.94 persons per household, the county's household size is the second largest in the state. Two-person households account for 29% of all household types. There are notably higher numbers of both four-person (20%) and five-person (11%) households compared to the region or the state. It is evident that the county's population has not yet peaked, and significant demands for children's and young people's services over the next decade are likely.

2.2.6 Kildare Towns

The Kildare County Development Plan 2011–2017 and the LECP 2016-2021 both identified a designated role for each town and village within the county as follows:

- Large Growth Towns (e.g. Naas, Maynooth, Leixlip and Newbridge) act as important self-sustaining regional economic drivers they also have a key role in supporting and servicing a wider local economy.
- Moderate Sustainable Growth Towns (e.g. Celbridge, Athy, Kilcock, Kildare Town, Monasterevin and Kilcullen) within the Metropolitan area will continue to have a strong role as commuter locations. Within the Hinterland area, these towns will develop in a self-sufficient manner, reducing commuting levels and ensuring sustainable levels of housing growth, providing a full range of local services adequate to meet local needs at district level and for surrounding rural areas.
- Small Towns and Villages will develop as key local centres for services with levels of growth to cater for local need at an appropriate scale and to support local enterprise to cater for local demand. The rate of growth will be controlled to limit pressure on services, the environment and unsustainable commuting patterns.
- Rural Settlements and Rural Nodes located throughout the county will develop as local centres for rural catchments with growth appropriate to cater for local demand.

Kildare has many vibrant towns that have enhanced streetscapes, bustling retail areas and ample public realm. However, there is also a large stock of towns that have become run down with poor streetscape, and numerous vacant shops and premises resulting in dormitory type towns. A number of town plans have been developed in recent years and progress has been made in some areas, these experiences will assist in future developments in this area. Communities within these towns need support to build social capital and strengthen local capacity and decision-making processes. Future planning for these towns is of paramount importance to this LDS.

2.2.7 Persons with a Disability

The 2011 Census reported 24,369 (11.6%) people in Kildare with a disability. This rate is slightly lower than the national rate of 13%. The number of Kildare people with disabilities represents the seventh-highest number in the state, and the third-lowest rate relative to population size. Of those classed as having a disability, a total of 65,181 individual disabilities were recorded in the 2011 Census. This highlights that many people suffer from multiple types of disability.

The 2011 census reported that the percentage of persons with a disability is slightly higher in rural Kildare at 11.9% compared to 11.5% in urban Kildare. In considering the residence of people who recorded a disability, the Municipal Districts of Athy (13.7%) and Kildare/Newbridge (12.6%) recorded high percentages which are in line with reported Bad/Very Bad health ratings in these areas.

There is a strong correlation between disability and increasing age, with 39.75% of the Kildare population having a disability in comparison to 5.57% of the population aged 0–14 years. Given Kildare's increasing older population rates coupled with disability rates, it is paramount that supports and services meet increasing demand.

2.2.8 Nationalities and Ethnicity

The 2011 Census identifies a total of 24,562 (11.8%) non-Irish nationals living in Kildare. Polish nationals comprise the largest grouping at 29%, accounting for 7,195 persons and represents 3.4% of the total county population, compared to 2.7% nationally. UK nationals account for the second highest figure at 3,982 persons (16%). There are 1,558 Lithuanians residing in Kildare with other European nationals accounting for a further 4,615 persons. The majority of non-Irish nationals reside in the urban town of Kildare. Integration of these new residents presents a challenge; however, interventions in this area will help to build diversity, social capital and sustainable communities and ultimately contribute to quality of life.

2.2.9 Traveller Community

According to the 2011 Census, the total number of 'Irish Travellers' residing in Kildare is 874. This represents 0.4% of the total population living in Kildare, which is lower than the state average of 0.65%. Kildare's Traveller population is the sixth lowest in the country. Traveller numbers are concentrated in the towns of Newbridge and Kildare, as well as pockets close to Celbridge, Maynooth, Sallins, and Athy. Currently, CKLP supports the Kildare Traveller Action Group (KTA) through the provision of responsive training in line with specific needs within this Traveller Community.

2.2.10 Lone Parents

As of 2011, there were 5,054 lone-parent families in Kildare with children aged under 12 years of age. This equates to 18.4% of the total numbers of families with young people in the county: 17.1% of these were headed by a female, 1.3% headed by a male. The county has a significant number of households on its social housing waiting list of which 475 are lone parents. These parents require targeted support to progress socially and economically.

2.2.11 Education

On a comparative basis, Kildare has a very well-educated population and has the fourth-lowest rate of low educational achievement (no formal/primary only) of 11.8% versus 15.2% nationally (Census 2011). Almost one in three (31.5%) hold a third level degree or higher compared to 29.1% nationally, positioning Kildare as the fifth highest rate in the country.

With almost a third of the population having a third level education, Kildare is very well positioned as a potential investment location². However, inward investment is not guaranteed, therefore local indigenous and creative solutions must be found.

Interestingly, of the 6,210 students normally resident in Kildare and attending a third level institution in 2014³, over half of them (54.2%) travelled to Dublin for their third level education. While 22% attended Maynooth University, a further 9.6% of students attended Carlow Institute of Technology and the remaining 10% studied in Galway, Limerick and Waterford.

It is important to examine the spatial characteristics of the levels of low educational attainment (no formal/Primary education) across Kildare. Lowest levels of education are generally found in the more rural and peripheral parts of the county. This is particularly prevalent in the areas of Athy, Monasterevin, Castledermot, Kildare town, and towards Rathangan in the western parts of the Maynooth Municipal District and particular urban pockets in the Naas Municipal District. The identification of these areas will help with prioritising training and upskilling interventions and strategic actions under this LDS.

As of 2013, there were only seven post-primary schools out of 25 classified as a DEIS school. There are a number of significant shortcomings and gaps in DEIS provision in the county. There is no DEIS provision in the north of the county, particularly in the Maynooth and Leixlip/Celbridge Municipal Districts, both areas accounting for high population growth. It is widely believed that these gaps are largely due to the establishment of a number of new schools in Kildare at a time when DEIS designation ceased to expand. Secondly, in relation to the number of DEIS schools per '000 population aged 13–17, Kildare has the sixth-lowest level of DEIS school provision per population in the country, and represents a distinct gap in services. If the student/teacher ratio in primary schools⁴ is considered, Kildare has the second-highest ratio in the country at 18.8 pupils per teacher. The national average is 17.3. In particular national schools in the western part of the Maynooth Municipal District, ratios of 23.9 and 23 were recorded. This significant gap in provision will have a knock-on effect on these populations and areas and will require interventions and actions to support these communities.

2.2.12 Kildare Deprivation Index

The 2011 Pobal HP Deprivation Index shows the level of overall affluence and deprivation at Small Areas (SAs) level across Ireland. Based on the Relative Index Score of 2.3, Kildare is classified as “marginally above average”, and is the fifth most affluent local authority area in Ireland⁵. As a result of the economic downturn between 2006 and 2011, Absolute Index Scores have decreased right across the country, with Kildare decreasing by 8.1 points. This is the seventh-highest decrease of all local authority areas. In general, commuter counties such as Kildare experienced the most significant decline. Following this decline, Kildare slipped from the third most affluent county in 2006 to fifth in 2011, indicating an increase in levels of deprivation in specific areas. See table 8 indicating the number of SAs experiencing levels of disadvantage/affluence.

² CSO 2011: Highest level of Educational Attainment

³ Department of Education and Skills, 2014

⁴ Department of Educational and Skills Student/Teacher Ratio, 2013

⁵ Pobal HP Deprivation Index, 2011

Table 8 - Disadvantage / Kildare Small Areas, 2011

Category	Number of Small Areas	% of Small Areas
Extremely Disadvantaged	0	0
Very Disadvantaged	15	2.1%
Disadvantaged	64	8.8%
Marginally below average	178	24.4%
Marginally above average	335	45.8%
Affluent	129	17.6%
Very Affluent	10	1.4%
Extremely Affluent	0	0

Source: Pobal HP Deprivation Index (2011)

As is evident from the table below, there are disadvantaged SAs across all five Municipal Districts of Kildare. See Appendix 14 for Kildare Deprivation Index Map. Some areas within Athy, Kildare, Newbridge and Naas are more at risk and classified as 'very disadvantaged'. The highest number of people living in a disadvantaged or very disadvantaged SA is 8,565 persons in the Kildare/Newbridge Municipal District, followed by Athy with 5,903 persons and Celbridge/Leixlip reporting 2,139 persons. Many disadvantaged areas include local authority estates with significant numbers of dwellings, particularly within larger urban areas of Athy, Monasterevin, Kildare, and Newbridge. It is important to note that within some of Kildare's more affluent towns, such as Naas and Celbridge, there are distinct concentrated pockets of disadvantage. A dynamic that can often be lost within perceived affluence, this LDS will seek to address this imbalance and reach these harder-to-reach communities.

In summary, the spatial patterns of disadvantage in Kildare can be summarised as follows:

- ❑ **Concentrations:** Many disadvantaged areas include local authority estates with significant numbers of dwellings, particularly within the larger urban areas of Athy, Monasterevin, Kildare, and Newbridge. Even within more affluent towns such as Naas and Celbridge, there are distinct concentrated pockets of disadvantage.
- ❑ **Clusters:** Rural very disadvantaged and disadvantaged areas with lower population density are most prevalent in North West Kildare (Rathangan, Carbury/Derrinturn, Coill Dubh, Robertstown and Kilmeague) and on the outskirts of Athy (Athy Rural and Kilberry).
- ❑ **Outliers:** There are less concentrated pockets of disadvantage scattered around the county, for example in Ballitore and Castledermot.

Table 9 - Disadvantaged and Very Disadvantaged SAPs

Electoral Division	Very Disadvantaged SAPs	Disadvantaged SAPs
Athy Municipal District		
Athy West Urban	1	3
Athy East Urban	3	4
Monasterevin		4
Other (Athy rural, Castledermot, Kilberry, Nurney, Ballitore, Grangemellon)		7
Celbridge/Leixlip Municipal District		
Celbridge		4
Leixlip		2
Kildare/Newbridge Municipal District		
Newbridge Urban	6	5
Morristownbiller		5
Kildare	1	5
Rathangan	1	2
Robertstown	2	1
Other (Ballysax East, Ballysax West, Kilmeague North)		3
Maynooth Municipal District		
Carbury		2
Clane		2
Kilcock		2
Kilpatrick		2
Other (Downings, Maynooth, Windmill Cross)		3
Naas Municipal District		
Naas Urban	1	5
Other (Kilcullen, Bodenstown)		3
	15	64

2.2.13 Proportion of Households in private ownership and social housing

Some 70,504 households were recorded in Kildare in the 2011 Census. The types of households in Kildare and a comparison with the national situation are outlined in the following table.

Table 10 - Household Types in Kildare compared to the State

Type of household	Number	Kildare	State
Owner Occupied	51,990	73.7%	69.7%
Owner Occupied with mortgage	32,476	46.1%	35.4%
Owned outright	19,514	27.6%	34.3%
Rented from a private landlord	12,178	17.3%	18.5%
Rented from LA/Voluntary body	4,456	6.3%	8.7%

Source: CSO (2011)

Kildare has the sixth-highest number of owner-occupied households representing 4.5% of the national figure and considerably higher than the State average. Since 2006, the number of owner-occupied households has increased by 11.1%, the sixth-highest rate of increase in the country. The number of *Owner Occupied with Mortgage* households represents 46.1% of Owner Occupied household types in the county. This is the third highest rate in the country and highlights the very high level of mortgage indebtedness within the county⁶. In 2011, the average cost of a house in Kildare was €217,449 (Census 2011). This made Kildare the third most expensive county in which to buy a house, which highlights the financial pressures associated with this trend and susceptibility to high levels of negative equity.

In terms of rural/urban comparisons, Owner Occupied with Mortgage households represent 44.9% of households in rural areas, versus 46.5% in urban. Owner Occupied with no Mortgage households predominate in rural areas at 40.5% versus 23.1% across many of Kildare's towns, further highlighting the economic vulnerability of middle class communities in towns throughout Kildare.

Nationally, Kildare has the eighth-highest number of *Renting from a Private Landlord* households at 12,178. Since 2006, the number has increased. The cost of private rented accommodation is high compared to other counties, resulting in financial difficulties for many families.

Not surprisingly, Kildare has a high rate of people in receipt of Rent Supplement, a trend that is on the increase. In 2013, some 4,135 residents of Kildare were in receipt of Rent Supplement Allowances provided by the Department of Social Protection (DSP). This equates to over a third of all private rented housing in Kildare in 2013, and is the fourth highest rate of all counties. Only Dublin and Cork have higher numbers of people in receipt of rent supplement. Over two-thirds (67.1%) of those in receipt of Rent Supplement are considered long-term unemployed (greater than 18 months). The number of people in receipt of Rent Supplements has increased dramatically since 2006, with Kildare increasing by 62.2% which is much higher than the state average (33.3%)⁷. These figures paint a stark picture and point to the high level of need for social housing across a county that is classified as the fifth-most affluent in the state⁸. This disadvantage is harder to identify and often goes undetected. This LDS must strive to identify and support hard-to-reach communities.

Only Dublin and Cork have higher numbers of people in receipt of rent supplement

⁶ Socio Economic Baseline Report LECP 2016 – 2021 (AIRO)

⁷ DSP and AIRO, 2013

⁸ Pobal HP Deprivation Index, 2011

Table 11- Social Housing Profile in Kildare 2015

Municipal District (MD)		Athy	Kildare/ Newbridge	Celbridge/ Leixlip	Maynooth	Naas	Total Kildare MDs
Total	Total Tenant Registrations	775	1056	426	625	627	3509
	No. of Adults	1443	2117	824	1161	1161	6784
	No. of Children	713	1085	568	730	619	3715
Service	Joint	148	174	74	88	164	648
	Sole	627	882	352	537	463	2861
	Disability	3	0	1	3	6	13
Employment Status	Employed (full or part time)	80	131	73	80	104	468
	Employed in Back to Work/FAS Scheme	11	11	8	12	6	48
	Homemaker (no Income)	19	73	25	39	28	184
	Lone Parent Support only	80	162	70	109	54	475
	Other	28	77	26	33	27	191
	Pensioner/ Retired	42	66	16	30	41	195
	Self employed	1	1	1	0	0	3
	Student/Child/FT education	1	0	2	1	0	4
	Unemployed (social community/welfare)	485	533	203	316	358	1895
	Unknown	25	2	1	2	3	33

Source: Kildare County Council and AIRO (2015)

The table above presents a profile of social housing tenancies within each of the five Municipal Districts based on the themes Property Acquisition, Service and Employment Status.

Based on information available in May 2015, there were 3,509 registered social housing tenancies within Kildare. The highest concentrations were in the Kildare/Newbridge MD (30%), followed by Athy MD (21%), Naas and Maynooth MDs (18% each), and Celbridge/Leixlip MD (12%). Adults accounted for 6,784 people and children 3,715 across the county in registered social housing tenancies. People with disabilities accounted for a small portion (0.37%) whilst the largest category of people were the Unemployed (social community/welfare) at 1,875, followed by Lone Parents at 475, and Unemployed Full or Part-Time stood at 468. These three cohorts account for 80.9% of people in registered social housing.

Kildare has the twelfth-highest number of Rented Social households in the country. An analysis of these household types across the five Municipal Districts shows that Newbridge/Kildare MD has by far the highest level at 31.3% (1,399) of the county total. Athy MD is next with 22.1% (986), Naas MD (722) and Maynooth MD (721) with 16.2% each, and Celbridge/Leixlip MD (628) with 14%. Similar to the Private Rented sector, Rented Social households are predominantly in the main urban centres, with the highest rates in Kildare

town, Newbridge and Naas. There are also high pockets of Rented Social households in the Athy MD to the south of county⁹.

The county has a significant number of households on its social housing waiting list. In May 2015, there were 6,584 applicants representing 16,506 people on the Kildare social housing list.

2.2.14 Childcare Services

Based on data available through Pobal Maps¹⁰, there were 220 childcare services available in Kildare in 2014. Most of these (92%, 202) are in private ownership with the remaining being community based facilities. In terms of childcare services per '000 population aged 0 – 4 years, Kildare has a rate of 11.6, the eighth-lowest rate in the country. Urban Kildare (10.6) has a very low average number of childcare services per '000 population, and towns such as Celbridge, Kilcock and Kilcullen have low numbers relative to the local population. Rural Kildare fares better in terms of childcare service provision, with a rate of 15.0. However, given the age profile of the population in Kildare, its relatively younger profile than most other counties, the availability of childcare services is a significant service gap/deficiency.

2.2.15 Unemployment

Kildare experienced higher increases in unemployment compared to the national average following the economic downturn. This was due in part to the fact that Kildare's proximity to the capital resulted in a higher proportion of workers employed in the construction and transportation sectors, both of which suffered significant contraction in employment. The 2011 Census reported the total population classed as unemployed in Kildare at 18,639 persons, representing a rate of 17.9% compared to the national average of 19% for the same period. This situation has improved with some 13,569 people reported on the Live Register as of August 2016, equating to a decrease in unemployment figures of 5,070 persons. A closer look at unemployment levels reveals that the largest numbers reside in the Newbridge area (6,668) followed by Maynooth (4,550) and Athy (2,351), indicating a need for area-specific and targeted approaches to address this imbalance through upskilling and training supports. See Appendix 15 for map indicating unemployment rates across the county.

2.2.16 Youth Unemployment Rates

Live Register figures from August 2016 report 1,674 (over 12% of all ages) young people under the age of 25 registered of whom 910 were male and 764 were female. The DSP offices reporting the highest numbers in this category were Newbridge and Athy. Targeted supports will be required to assist Kildare's young people to develop personally, upskill and undertake relevant training courses in order to take advantage of employment opportunities.

⁹ Socio Economic Baseline Report LECP 2016 – 2021 (AIRO)

¹⁰ Pobal – Childcare Services in Kildare, 2014

Table 12 - Profile of Under 25s across the three Kildare DSP offices by number and gender

DSP Office & Percentage	Percentage	Number of people under 25 years	Male	Female
Athy	36.7%	860	12.9%	53%
Maynooth	10%	454	9.9%	55%
Newbridge	5.4%	360	15.3%	57%

Source: CSO (2016)

2.2.17 Labour Force Participation (LFP)

The CSO recorded 104,226 persons in the Kildare labour force in 2011, the fifth highest of all local authority areas in Ireland. The labour force participation rate is 65.7%, the third highest in the country. There is a noticeable difference between the labour force participation rates in urban (66.9%) and rural (62.4%) Kildare. See Appendix 16 for LFP rate.

The highest proportion of the Kildare workforce are employed in the Wholesale, Retail, Transportation and Food Services sectors (25.2%) compared to the national average of 24.8%. Reflecting local circumstances, a higher proportion of the Kildare workforce work in Public Administration and Defence (7.8%) versus the national average of 6.3%. The male LFP rate in 2011 was 73.8% compared to the lower female LFP rate of 57.7%. This trend is expected to continue and requires specific attention.

2.2.18 Employment by Sector

Currently, the county contains a number of significant employers including, Intel, HP and NUI Maynooth (in north Kildare), Pfizer in Newbridge, Bord na Móna activities (in both Newbridge and rural County Kildare), the equine industry, the horticultural sector, and the Defence Forces

As stated above, the highest proportion of the Kildare workforce are employed in the Wholesale, Retail, Transportation and Food Service sectors at 25.2%. This is above the national average of 24.8%. Reflecting local circumstances, a high proportion of the Kildare workforce also work in the Public Administration and Defence category, 7.8% (national average 6.3%). Kildare's employment in Agriculture, forestry and fishing account for only 3.7%, compared to 5.1% average in the State.

Table 13 - Employed by Industry – Kildare residents (at work) 2011

Category	Kildare %	State %
Wholesale, Retail Trade, Transportation, Accommodation and Food Services	25.2	24.8
Education, Human Health and Social Work	19.0	20.3
Information and Communication, Finance, Real Estate, Professional, Administration and Support Service	18.2	17.9
Manufacturing, Mining & Quarrying, Electricity, Gas, Water Supply and Waste management	12.4	11.7
Public Administration and Defence	7.8	6.3
Construction	5.5	4.9
Other Service Activities	4.0	4.0
Agriculture, Forestry and Fishing	3.7	5.1
Not Stated	4.2	5.0

Source: CSO POWCAR & AIRO 2011

Industrial Sectors and Employment

The total labour force for Kildare in 2011 was 104,226 people. The employment of these people within the top 15 Broad Industrial Groupings for Kildare as at the 2011 Census was as follows:

Wholesale and Retail Trade	13,668
Manufacturing	9,294
Human Health and Social Work	8,290
Education	7,931
Public Administration and Defence	6,636
Construction	4,711
Financial	4,709
Professional activities	4,218
Transport	3,935
Accommodation & Food Service	3,874
Information & Communication	3,175
Agriculture, forestry and fisheries	3,166
Administrative and support service	2,990
Other Service activities	1,823
Arts, Entertainment & Recreation	1,492

Table 14 - Employment by size of enterprise

Enterprises Employing	Amount Employed	Percentage of Active Enterprises
1-10 Employees	9,040	92%
10-19 Employees	4,390	4.2%
20 – 49 Employees	5,326	2.3%
50 – 249 Employees	7,465	1.1%
250 plus Employees	11,610	2%

Source: CSO Census 2011

2.2.19 Kildare Business Size Profile

In 2012, there were 7,774 active enterprises in Kildare. Of these, only 14 enterprises (2%) employed more than 250 persons; 7,160 enterprises (92%) employed less than 10 people¹¹. Table 14 above indicates the significant importance of micro-enterprises to the economy of Kildare. Businesses employing less than 10 people currently provide 9,040 jobs in the county. Micro-enterprises account for 92% of all active businesses in Kildare. In comparison to the national average, Kildare has a higher percentage of employees in enterprises with less than 10 employees at 31.4% versus the state average of 26.5%. Interestingly, the number of enterprises employing 250 and upwards (totalling 11,610 people) account for only 2% of enterprises in the county and tend to attract inward employment from other counties as highlighted earlier.

County Kildare is strategically positioned to benefit from local, national and international markets owing to its location proximity to the national capital, a number of ports and airports and also due to its excellent road and rail network through the county, linking Kildare to other centres of importance throughout the State. There is significant interest in developing micro- and SME enterprises throughout the county. This LDS will seek to support increases in the local economy and local employment opportunities.

2.2.20 Social Enterprise

CKLP carried out an extensive profiling exercise of social enterprises in County Kildare in 2012 titled *'Profile of Social Enterprises in County Kildare and Outline for A Social Enterprise Entrepreneurship Strategy'*.

Sixty-seven social enterprises were identified including credit unions, housing associations and co-operatives - the largest sectors were credit unions, childcare providers, and housing providers.

The list of social enterprises was as follows:

- Credit Unions (14)
- Childcare (13)
- Housing Associations/Co-operatives (9)
- Mixed Community/Enterprise Centres (4)
- Arts/Drama (4)
- Sports/Leisure (3)
- Environment/Recycling (3)
- Tourism/Heritage (3)
- Health (3)
- Social Services (3)
- Retail (3)
- Transport (2)
- Information Technology (1)
- Education (1)
- Food (1)

¹¹ Socio-Economic Baseline Report LECP 2016 – 2021 (AIRO)

This report concluded that there is an established and growing social enterprise sector in Kildare; however there is a need for greater support. Capital and equipment is needed to strengthen these organisations and also support for governance and management development. The report also found that there is a need for a more collaborative and co-ordinated approach and also the need to increase awareness of the possibilities of job creation within the sector.

2.2.21 Commuting Patterns

Kildare is one of the largest commuting counties in Ireland. Almost 40% of the total workforce living in Kildare works outside the county with almost three out of four (73%) working in Dublin. The highest commuting rates are found in the north and east of the county, and along the three key transport corridors of the M4, M7, and M9. This emphasises the importance of Dublin to the economic wellbeing of the Kildare economy. In the south of the county, there is a similar but lower level of commuting for work to Carlow, Kilkenny, and destinations in the South East.

The county is also a significant employment destination for residents of adjoining counties with 17% of the total jobs in Kildare being accounted for by commuters into the county. With the exception of Naas and Newbridge, all of the towns in the county operate as net exporters of workers, mainly to the Dublin area.

This level of commuting is unsustainable. Private transport is used by 66% of commuters, up from 64% in 2006. Commuting times are also significant. Over 15% of all Kildare workers have a daily return commute of more than two hours, with 32% having a daily return commute of between one and two hours. This is the third-highest level of commuting time in the country, and suggests a significant social and economic consequence for Kildare commuting workers and their communities. In addition, many rural towns along the commuter belt are in danger of becoming dormitory towns.

2.2.22 Transport Infrastructure

Many of the main transportation corridors linking the Greater Dublin Area to the rest of the country pass through Kildare. These include three motorway corridors (M4, M7 and M9), the N7 and N81 National Primary Routes, and the N78 National Secondary Route. Various regional and local routes also traverse the county. Four mainline railway passenger services, (the Sligo, Cork/Limerick, Galway and Waterford lines) pass through the county. In addition, two important suburban services link Kildare town (and intermediate stations) to Heuston station and Kilcock/Maynooth (as well as intermediate stops) to Connolly station.

Bus Eireann operates regular commuter and intercity services to/from and through Kildare. Private operators such as Dublin Coach (to/from the Airport/Red Cow LUAS stop), Citylink and JJ Kavanaghs operate regular services connecting Kildare to the capital and other centres to the west and south of Ireland.

The Rural Transport Programme supports Kildare and South Dublin's Local Link to provide local services in response to local demand and is a vital service. However, there are still gaps in provision areas like Rathangan, Ballymore Eustace, Robertstown, Prosperous and Kilmeague are examples of areas with little or no services. As a result, rural dwellers in these areas struggle to access main town centres, essential services, shops, schools and work opportunities. Specific targeting of outreach services and supports will help to address this imbalance.

2.2.23 Agriculture

The 2011 Census indicated that Kildare derived 37% of employment from Agriculture, forestry and fishing. The CSO Census of Agriculture (COA) 2010 reported 2,578 farms in Kildare, representing a drop of 21% or 3,251 farms since the previous census in 1991. The greatest reduction was in farms of less than 30 hectares in size which dropped from a total of 1,919 to 1,329 (31%) between 1991 and 2010. Specialist beef production accounts for the largest segment of farmers (1,095) followed by tillage and mixed grazing/livestock.

The COA also noted that the percentage of family farms in the county where the farm holder was over 65 years of age increased from 21% in 1991 to 27% in 2010. The age profile of Kildare farmers is broadly similar to the state average, where 27% of farm holders are aged over 65 and less than 6% of farm holders are aged under 35.

Table 15 - Number of farms classified by farm size in Kildare (hectares)

1-10	10 – 20	20-30	30-50	50-100	100 +	Total Farms
494	473	362	488	530	231	2,578

Table 16 - Type of Farm Enterprise in Kildare

Specialist Tillage	Specialist Dairying	Specialist Beef Production	Specialist Sheep	Mixed Grazing livestock	Mixed Crops and livestock	Mixed Field Crops	Other	Total
401	134	1,095	220	371	119	201	37	2,578

Table 17 - Age profile on Kildare Farms

	<35	35-44	45-54	55-64	65+	Total
1991	422	669	744	694	654	3,183
2000	311	615	665	555	532	2,678
2010	147	392	637	693	692	2,561

Source: COA (2010)

The number of Kildare recipients of Farm Assist increased from 33 to 53 between 2008 and 2012. This is an increase of 61% compared to an increase of 49% nationally during the same period.

In terms of low-income family farms, Teagasc National Farm Survey (2014) indicates the following findings for the State:

- The average family farm income in 2014 was €26,974

- Direct payments account for 70% of all incomes
- 51% of farmers and/or their spouses had an off-farm job

Falling numbers of active farms coupled with the average farm income of €26,974 and the age profile of farmers will necessitate farm families to examine off-farm employment opportunities and farm diversifications options. This LDS should seek to support innovation and product development in this area.

2.2.24 Tourism

Kildare is positioned along with Longford, Meath, East Offaly, Louth, Wicklow and Westmeath as part of Fáilte Ireland's 'East and Midlands' Region.

Tourism has become a large and growing part of the county's economy. Tourism provides foreign exchange earnings, employment and income to mainly family and small businesses across the county. In addition, there are large employers directly dependent on a strong tourism and visitor numbers, such as the county's many hotels and leisure centres, restaurants, theatres, golf clubs and large attractions such as Carton House, The K Club, Whitewater Shopping Centre, Castletown House, Mondello Park, Kildare Village, Newbridge Silverware, the Irish National Stud, Lullymore Heritage Centre and Discovery Park, Kildare and Athy Heritage Centres, and the Curragh, Naas and Punchestown Racecourses.

The equine industry in Ireland employs over 20,000 people through breeding, training and race riding alone. These jobs are almost 100% rural based and provide a vital source of employment in areas that would otherwise see young people leave for jobs abroad or in the cities. Jobs exist at stud farms, racecourses, hospitality companies and a variety of related equestrian and agricultural service-led businesses. County Kildare is one of Ireland's greatest beneficiaries of this industry. It has professional breeders producing world-class horses, trained by top trainers and ridden by best-in-class jockeys. The county holds the top National Hunt and Flat festivals and is renowned worldwide. There is an opportunity to look at spin-off businesses and to maximise the multiplier effect of visitor numbers.

Kildare's proximity to Dublin and access points to the country is an advantage and presents future potential. Amongst its many natural assets, Kildare has both the Royal and Grand Canals within the county as well as other important water bodies including the Rivers Barrow and Liffey.

According to Fáilte Ireland, tourism contributes €95 million in direct revenue to the Kildare economy each year and employs (indirectly and directly) over 6,000 people, some 6% of the workforce. The potential of Kildare as a tourism destination is vastly under realised considering its closeness to Dublin, which receives 3.7 million overseas visitors per annum and where over 80% of Ireland's overseas visitors enter the country. In 2014, Kildare hosted 183,000 overseas visitors, including 51% from the UK, 31% from Mainland Europe, and 9% from North America.

Newbridge Silverware Museum of Style Icons is one of the top ten free tourist attractions in Ireland with total visitor numbers of 350,000 in 2015. Castletown House in Celbridge and the National Stud in Kildare Town are the two most visited tourism sites in the county.

Since opening in 2006, Kildare Village has become firmly established as one of the Ireland's top shopping tourism destination and has demonstrated consistent growth year on year. In 2013, the Village attracted visits in excess of 2.3 million from visitors travelling both from

Ireland and international markets including Europe, the US, China, Middle East, Australia and Malaysia.

The County Kildare Fáilte Strategy for 2016-2020 outlines the following key flagship projects for the county:

- The Curragh Racecourse re-development plan
- Foodscape Kildare – celebrating Kildare’s food tourism experiences
- Kildare Tourism Digital Platform
- The promotion of Ireland’s Ancient East, which includes Kildare
- The development of the ‘Blueway’ along the Grand Canal and Barrow Navigation
- Key festivals and events in the county, including the Dubai Duty Free Irish Open at the K-Club and the Shackleton Legacy

Fáilte Ireland is promoting Ireland's Ancient East (IAE) brand destination, which includes Kildare as one of the 17 counties under this marketing initiative. The IAE brand targets specific market segments and promises 5000 years of Irish history in a story filled experience. Given Kildare’s stock of heritage sites and stories (Battle of the Boyne), it is well placed to gain market share under the IAE brand. The tourism trade in Kildare will need to be supported to deliver on this brand promise and maximise economic opportunities arising from the IAE brand destination.

Fáilte Ireland notes that tourism has a role to play in the creation of vibrant communities and healthy landscapes, but that it relies fundamentally on a strong degree of strategic convergence among rural development, agriculture, conservation and tourism policies, particularly within the context of the RDP. This LDS will seek to support the tourism sector in line with best practice.

2.2.25 Craft Sector

Until more recent times, Kildare has not traditionally had a craft enterprise culture. However, there has been considerable growth in this sector in recent years. Now, 101 members of the Design and Crafts Council of Ireland are based in Kildare. CKLP initiated and has been involved in the work of ‘Kildare Creative Network’, a craft Network for the county.

The county needs to examine the possibility of establishing a Craft Design Hub. Huge potential exists in clustering and co-operative approaches. The sector requires collaborating to establish itself as a strong branded commercial business case. The sector has the ability to create local employment in local black spots and help to rejuvenate and breathe creative life into town centres. The possibility of occupying vacant premises with towns presents significant potential. Specific spotlight on this sector will increase local economies and job creation.

2.2.26 Artisan Food Production

There has been considerable growth in the artisan food sector in the county in recent years. Proximity to the capital and large markets is an advantage for distribution and sales. Previous LEADER Programmes has been animating and building capacities within this sector and many small artisan food businesses have received financial support. This support must continue in order to grown market share for Kildare’s food brand.

While there are a number of food incubation centres in surrounding counties, there is a need for an incubation facility that specialises in food processing within the county. Such a unit would help Kildare's new small food businesses to overcome problems through the provision of approved facilities and intensive business development support.

The 'Foodscape' initiative was launched in Kildare in 2015 and has been supported by County Kildare Fáilte and Kildare County Council. As a collective initiative, its aim is to showcase the variety of high-quality restaurants and artisan food producers in County Kildare. 'Foodscape' has, to date, hosted some very successful food exhibitions at racing events and festivals in the county.

This collaborate approach represents potential for growth in the sector. As the area of experiential food tourism grows there are opportunities for Kildare's new and existing artisan food producers to service this market segment however specific mentoring and capacity building will be required.

There are a number of Kildare artisan food producers participating in the Food Academy Programme which has been running successfully for the last three years by LEOs in partnership with Bord Bia and SuperValu. The aim of the Food Academy Programme is to help more food producers to start selling through supermarkets, as well as through farmers' markets and to provide them with the necessary supports to do so. This LDS must support the artisan sector as a mechanism to increase local employment opportunities and to complement Kildare's uniqueness, food tourism and contribute to the overall branding for the county.

2.2.27 Broadband

CSO 2011 figures indicate that 71% of households had broadband connectivity in Kildare; the majority is fixed line broadband followed by mobile broadband. The access speeds of broadband access are difficult to determine but it is likely to be low quality access based on the speeds normally available on fixed lines in rural areas. As per the National Broadband Map drawn up by the responsible Department, there are significant areas of the county without access to Next Generation Access, in particular rural areas where 29% of households are without broadband access. The availability of high-speed low-cost broadband in all areas of the county will support the development of knowledge based and creative industries. The LAG/Implementing Partner are committed to a role albeit a small one for the programme to offer supports to rural communities and enterprises in this area.

2.2.28 Environment & Biodiversity

Kildare's landscapes and its natural and built heritage are of paramount importance to the county, particularly given population growth. Many sensitive ecosystems exist and there is a wealth of biodiversity, including sensitive bogland areas, inland waterways and the Curragh Plains which traverse the county providing important environmental and landscape features. Kildare's Biodiversity Plan presents a vision 'Kildare becomes a national leader in the management protection and enhancement of its natural heritage and biodiversity'. The plan goes on to highlight the importance of biodiversity and how it supports life on earth and is part of our daily lives. Communities and individuals must become more aware of the necessity to protect our natural environments so that they can produce clean air, water, healthy soils, food, building materials and medicines. This plan highlights the need to conserve biodiversity and natural heritage as an integral part of good environmental management. Improvements to Kildare's biodiversity in both its rural and urban settings will contribute to its attractiveness.

from a tourism prospective. However, it is paramount that all developments in this area are in line with best practice.

The Kildare LECP 2016–2021 notes that living more sustainably is essential if future generations in Kildare are to enjoy an environment equal to or better than the one experienced today. Awareness about sustainable practices is a critical first step in supporting a sustainable county. This LDS will seek to create this awareness and provide technical support.

The Green Economy Progress Report (Dec 2013) notes that this economy is one of the most dynamic rapidly growing markets in the world. While many other sectors have struggled during the recession the green economy has expanded. There is potential to grow renewable energy businesses in Kildare as a mechanism to create local jobs and to reduce the county’s carbon footprint. The CDP 2011 – 2017 and the LECP 2016 – 2021 both identify the need to focus on supporting, promoting and actively developing sources of renewable energy. These plans also note the potential for rural Kildare to develop renewable energy in response to local energy needs. Technical advice and capacity building in the area of efficiency, sustainable renewable energies sources, promoting the circular economy and maximising resources and minimising waste will help the county move towards sustainability.

2.3 Key Services and Programmes

In delivering the Rural Development Programme 2014 - 2020, the LAG will interact with a range of other programmes, stakeholder agencies and voluntary organisations. This section provides a summary review of these agencies and organisations in relation to the complementarity with the themes and sub-themes of the Rural Development Programme.

Actions designed under the programme are formed within the context of other local strategies, in order to avoid duplication and to ensure the work of the LAG adds value to the work of all agencies and organisations.

Table 18 – Co-ordination and Complementarity

Key Service Provider	Description	Rural Tourism	Enterprise Development	Rural Towns	Broadband	Basic Services	Rural Youth	Water Resources	Local Biodiversity	Renewable Energy
Kildare County Council	Kildare County Council provides a range of core Statutory services relevant to the LEADER Programme under the following Departments: Community, Environment, Finance, Heritage, Housing, Information Technology, Leisure, Library and Arts, Planning, Roads and Transportation, and Water Services.	✓	✓	✓	✓	✓	✓	✓	✓	✓
Maynooth University	With over 10,000 students and extensive research activities, Maynooth is Ireland’s fastest-growing university, having doubled in size in the 15 years since 1999.	✓	✓	✓	✓	✓	✓	✓	✓	✓

Rural Towns Initiative	The DECLG Rural Towns Initiative will support the revitalisation of rural towns and villages with the aim of improving the living and working environment in rural communities.	✓	✓	✓	✓	✓	✓	✓	✓	
REDZ Pilot	The Pilot CEDRA REDZ is defined as functional rather than administrative geographic areas that reflect the spatial patterns of local activities and development processes.	✓	✓	✓	✓	✓	✓			
Bord na Móna	Bord Na Móna's Head Office is in Newbridge in County Kildare.	✓	✓					✓	✓	✓
Kildare Public Participation Network (PPN)	Key role: Facilitating representation of communities on decision-making bodies. Strengthening the capacity of organisations to contribute positively to the community. Distributing information relevant to the environmental, social inclusion and community sectors.	✓				✓	✓	✓	✓	
Coillte	Coillte is a semi-state company operating in forestry, land-based businesses, renewable energy and panel products.	✓	✓			✓			✓	✓
Kildare Fáilte	Promotes Kildare as a tourism destination.	✓	✓	✓				✓	✓	
Kildare Local Enterprise Office (LEO)	Business Information and Advice, Training, Mentoring, Financial Supports, Networking, Local Economic Development Services, and Enterprise Education.		✓	✓	✓	✓	✓			
LCDC: Integrated Services Programme (ISP)	ISP is an initiative led by Kildare LCDC in Kildare Town, Kilcock and Celbridge to improve the co-ordination of services in designated areas.	✓	✓	✓		✓	✓			
Waterways Ireland	The waterways in Kildare are the Barrow Navigation, the Grand Canal and the Royal Canal.	✓	✓					✓	✓	✓
CKLP: SICAP	Aims to tackle poverty, social exclusion and long-term unemployment.		✓	✓		✓	✓			

Key Service Provider	Description	Rural Tourism	Enterprise Developme	Rural Towns	Broadband	Basic Services	Rural Youth	Water Resources	Local Biodiversity	Renewable Energy
North Kildare Chamber of Commerce	The Chamber represents almost 400 companies employing over 37,000 people in the county. The Chamber provides networking events, training for business, export documentation, trade information, business promotion and other business support services.	✓	✓	✓	✓					
Fáilte Ireland	Fáilte Ireland provides a range of supports to help tourism businesses to manage and market their products and services.	✓	✓	✓						
Irish Peatland Conservation Council (IPCC)	Conservation of the peatlands and fens.	✓							✓	
Kildare and Wicklow Education and Training Board (KWETB)	Provides educational and training opportunities for learning through an ETB Community National School, Second Level Schools, Post Leaving Certificate Courses, Adult, Further Education and Training and Youth Support Service.					✓	✓			
Kildare Local Transport Link	Transport Coordination Unit (TCU) for County Kildare and South County Dublin local authority areas.					✓	✓			
Newbridge Chamber of Commerce	The Chamber provides a strong voice to articulate the economic needs for all concerned.	✓	✓							
Teagasc	The national body providing integrated research, advisory and training services to agriculture and the food industry.	✓	✓				✓	✓	✓	✓
SOLAS	Planning Further Education and Training Programmes.					✓	✓			
Children and Young People's Services Committee	CYPSC brings together the main statutory, community and voluntary providers of services to children and young people. Their role is to enhance interagency co-						✓			

(CYPSC)	operation and to realise the national outcomes set out in <i>Better Outcomes, Brighter Futures</i> : the national policy framework for children and young people 2014 - 2020.									
Tusla	Responsible for improving wellbeing and outcomes for children.						✓			

In setting out the range of organisations and programmes that the LDS will complement, this LDS identifies the following organisations that are particularly relevant to the LEADER Programme 2014–2020, as follows:

- Kildare County Council (LECP, Heritage, Community, Biodiversity)
- The Local Enterprise Office
- Teagasc
- Bord na Móna
- Coillte
- Fáilte Ireland
- Kildare Fáilte
- Waterways Ireland

These organisations will be key partners and stakeholders in the delivery of specific actions in this LDS. Both the LAG and the Implementing Partner are committed to working closely with these stakeholders to ensure actions funded under the LDS are complementary and add value to projects and activity supported and administered by these key partners.

Similarly, over the duration of the Programme, a key consideration in the development of the strategies and actions in this LDS has been to ensure complementarity with other strategies and initiatives such as LECP, REDZ, the ISP and SICAP. In targeting actions at those in greatest need, a primary objective of this LDS will be to work in geographic areas of Kildare not covered fully by SICAP in order to provide supports that will impact on the harder-to-reach communities. Ultimately, this approach will complement and add value to the existing SICAP programme.

Actions contained in this LDS have been designed to ensure a maximising of resources and avoidance of duplication. This will be reviewed on an ongoing basis during the lifetime of the programme.

2.4 Area Needs Analysis

The area profile of Kildare together with the socio-economic data presented in this LDS has highlighted issues and trends specific to the sub-regional area of Kildare. Furthermore, having considered the range of services and supports available from all agencies in the county, potential gaps have been identified. While acknowledging that a broad range of needs and issues exist, given the scope of the RDP LEADER Programme Operating Rules and budget, it is necessary to prioritise areas and issues that are within the remit of the programme. In doing so, the actions delivered under this LDS will complement and add value to all other

interventions and supports delivered by other agencies and bodies in the county. This LDS will work throughout the county of Kildare and treat the whole county as rural. For the purposes of summarising the specific needs of the sub-regional area of Kildare, relevant headlines have been identified as follows:

2.4.1 Population - Density - Diversity

Kildare has a population of 210,312 making it the fifth-highest populated county in the country. The county has a rapidly growing population and experienced growth in 82 of its 89 EDs (Census 2011). Between 1991 and 2011, Kildare experienced a 71.5% increase in its population base. This increase results in rising demand for services, infrastructure, facilities, and amenities.

Significantly, Kildare has the youngest population in the state with 37% (77,800) of the population aged between 0-24 years, compared to 34% nationally (Census 2011). This defining demographic identifies the area of rural youth as a priority within this LDS. Kildare's increasing population of young people will create additional demands on health and social services, as well as a requirement for an expansion of facilities in the recreation, leisure, arts, and sports sectors. This LDS must seek to support appropriate social and economic interventions that will impact on current and future generations of young people in Kildare.

Kildare's population aged 65 years and over has rapidly increased representing 7.9% of the total population in 2011 (Census 2011). Since 2006, this cohort has increased by 30.3%, the second-highest rate of increase in the country. Importantly, it is noted that there is a higher concentration of older people in rural Kildare. This LDS must seek to develop appropriate supports and interventions for older people living in more dispersed communities.

Population density is another defining feature of Kildare, with 72% of the population living in the 10 largest towns which cover only 5% of the county's land mass, resulting in a density five times higher than the county average (Census 2011). The remaining 95% of land mass is home to 28% of the county's population. This population density has been primarily driven by employment opportunities in foreign investment companies in the north of the county and Kildare's commuter zones. This dynamic has led to many hidden quality of life issues for communities within these populated areas.

There are almost 25,000 non-Irish nationals residing in Kildare, many in the town areas. The Polish are the largest non-Irish-national community living in Kildare. Integration of these new cultures into the fabric of the county is paramount to ensuring diversity and connected communities for all.

2.4.2 Youth dependency and Family Formation Cycle

The county youth dependency rate stands at 36%, making it the fourth-highest youth dependency rate in the country and significantly higher than the national average (Census 2011). This defining feature of Kildare's population is of significant importance in future planning.

As evidenced, Kildare has the second highest birth rate in the state, and is predominated by families in the family formation cycle.

In addition, Kildare is also home to 9,254 lone parent families with children under the age of 15 (Census 2011). Given these statistics, demand for youth services, facilities, training and amenities is currently unmet and is set to grow. This LDS must seek to address the needs and gaps among Kildare's rural youth.

2.4.3 Commuting Inbound and Outbound

Commuting out of the county for work purposes is also a defining feature of Kildare. Almost 40% of the county's workforce travel outside of the county for work making it the third highest commuting county in the State (Census 2011). Seventy-two per cent of commuters work in Dublin, indicating vulnerability to economic and social issues in the capital. With the exception of Naas and Newbridge, all of the towns in the county operate as net exporters of workers, mainly to the Dublin area. The practice of spending many hours travelling to and from work is a drain on family life, particularly given Kildare's population in the family formation cycle. Equally, it contributes to disconnected communities, low levels of social capital, lack of engagement in local decision-making, and is environmentally unsustainable. This LDS will work to assist these communities through support for local training opportunities, job creation, and help to build capacity and social capital at local level.

The county attracts high levels of in-migration as Kildare acts as a significant employment destination for residents from adjoining counties: 17% of jobs in Kildare are carried out by inbound commuters (Census 2011). Dublin's sprawl into Kildare has placed both residential and industrial development pressures on the county. Industrial and economic development has spread radially from Dublin city along the three primary motorway corridors (M4, M7 and M9).

2.4.4. Kildare Towns – Urban-Rural Dynamic

There is huge disparity between the size of the towns in the county. The largest, Newbridge, has a population of 21,561, while the smallest, Athgarvan, comprises just 1,016 persons. As highlighted, 72% of the population live in the 10 largest towns which cover only 5% of the county's land mass (Census 2011). The more urban-type town areas are experiencing over-demand for services and facilities, poor integration of new residents, disengagement and reduced social capital. Meanwhile, their counterparts in rural Kildare are experiencing a gap in service provision resulting in geographical and social isolation, poor employment, and little access to training opportunities. Both dynamics present opportunities for economic, social and environmental development, however interventions and support will need to be targeted to meet local needs.

Kildare is a diverse county with very different physical and socio-economic structures evident in its urban and rural areas. This diversity is a defining feature of the county as it struggles to meet current and plan for future needs for those living in its densely populated areas and its dispersed rural areas. This LDS must strive to address this disparity in terms of infrastructure, services, education, and economic opportunities for the entire sub-regional area. Specific, targeted approaches will be required.

2.4.5 Harder-to-reach Communities and Hidden Poverty

While perceived as an affluent county, Kildare experienced the seventh highest rate of increase (8.1%) in deprivation levels nationally between 2006 and 2010 (Pobal HP Deprivation Index, 2011). Statistics at SA level highlight that there are areas of deprivation across all Municipal Districts with higher concentrations clustered in the west and the south of the county. There is a very clear spatial pattern of disadvantage within some of the most

affluent areas in close proximity to the towns of Naas, Maynooth, Celbridge, and Leixlip. The most disadvantaged parts of the county are located in the west and south. Disadvantage is prevalent in the areas of Newbridge, Rathangan, Kildare, Monasterevin and in areas close to Athy. These pockets of disadvantage require special attention and prioritisation in terms of resources to address the needs of these harder-to-reach communities.

Over one-third of all private rented houses occupied in Kildare receive a Rent Supplement Allowance (CSO 2011), highlighting an area of hidden disadvantage that is exceptionally important to consider. Kildare has the third highest number of people living in rent supplement accommodation nationally. Many of these families are effectively caught in a poverty trap and often go unnoticed.

Based on information available in May 2015, there were 3,509 registered social housing tenancies within Kildare (Kildare County Council and AIRO, 2015). These communities require support to progress socially and economically. It is also important to note that in 2015 there were over 6,500 applicants (representing over 16,500) people on Kildare County Council social housing waiting lists. These numbers are increasing and the majority of applicants have children.

2.4.6 Education & Training

With almost a third of the population having a third level education, Kildare is very well positioned as a potential investment location with a highly educated resident population.¹² However, on closer examination, it is noted that the west and south west of the county have lower rates of educational attainment, particularly in the area of Athy at 21.6% compared to the county average of 31.5%. This demographic will allow for targeted approaches in this area to combat social and economic imbalances.

DEIS school provision is low in Kildare and is the seventh lowest rate per '000 of population in the state, with many parts of the county uncovered by DEIS provision due to increasing school provision in recent years. In addition, Kildare has the second-highest pupil teacher rates in the state. Appropriate outreach supports, capacity building and training initiatives will be required to address this shortfall in adequate service provision.

There are a number of training entities and programmes in the county all providing much-needed access to further education and training. However, gaps exist in the more peripheral dispersed communities. This LDS will seek to address these shortfalls and complement the work of others in this space.

2.4.7 Unemployment and Labour Force Participation Rate

Given Kildare's proximity to the capital, the county experienced a strong negative impact from the downturn in the national economy post 2007, resulting in it being rated sixth highest in terms of number of people unemployed (18,639 people) (CSO 2011). However, there has been improvement in employment figures in the intervening period. As of August 2016, there were 13,569 people reported on the Live Register in Kildare. The largest numbers were recorded in the Newbridge area (6,668), followed by Maynooth (4,550) and Athy (2,351), indicating a variance between areas and one that will require specific targeting. When the younger age profiles are considered, the unemployment rates for both men and women in the

¹² CSO 2011: Highest level of Educational Attainment

15–24 years' age cohort represent a significantly starker picture at 57% and 31% respectively. The proportion is particularly high in Athy.

The Labour Force Participation rate in Kildare 65.7%, the third-highest rate in the country (CSO 2011). However, there is significant disparity across the sub-regional area. The highest LFP rate recorded is in the Sallins area and stands at 75% while the lowest is Suncroft which stands at 58%. Therefore, it is important that this LDS is targeted in its approach and meets the needs of the harder-to-reach communities.

The demographics for Kildare's persistent long-term unemployment in some areas, outbound commuting and youth unemployment rates present a particular challenge that will require a targeted area-specific approach.

2.4.8 Kildare Business Economy

In 2012, there was 7,774 active enterprises in Kildare, of which 92% were micro-enterprises employing over 9,000 people and 31% of the workforce, signifying the importance of the SME/micro-enterprise sector (Socio-Economic Baseline Report LECP 2016 – 2021 (AIRO)).

Although Kildare has the second highest rate of foreign owned companies in the State, these companies attract large numbers of inbound employees (17%) for adjoining counties. However, inward investment is not guaranteed, therefore local indigenous and creative solutions must be found to reduce Kildare's 40% commuting workforce.

Kildare is well placed to grown its economy given its proximity to high quality infrastructural links to the capital city of Dublin and its surrounding counties and accessibility to Dublin's air and ferry ports. Many of the main transportation corridors linking the Greater Dublin Area to the rest of the country pass through Kildare.

Although, tourism contributes €95 million in direct revenue to Kildare's economy each year and employs (indirectly and directly) over 6,000 people, some 6% of the workforce, the sector is under performing when compared to other counties. Given the county's location and wealth of heritage sites, it is well placed to increase market share through Fáilte Ireland's IAE brand destination. County Kildare Fáilte represents a strong partner in the field, and clustering of activities and training supports will be required to assist the trade to deliver on the IAE brand promise to deliver a story-filled experience.

Given the growing attraction towards outdoor activities, Kildare is well placed to develop its market share particularly in the area of water-based activities.

Falling numbers of viable farms coupled with the age demographic on Kildare's farms indicate opportunities for next-generation farm-diversification enterprises.

Opportunities also exist in the food, craft and creative industries. In particular the Kildare Creative Network presents a strong business case. Currently, 101 members of the Design and Crafts Council of Ireland are based in Kildare, indicating a critical mass of expertise and product within the county. This Network requires technical support to develop and grow its market share.

There has been considerable growth in the artisan food sector in county Kildare in recent years. 'Foodscape Kildare' (National Food Initiative) was launched in 2015 and has been involved in showcasing the variety of high-quality restaurants and artisan food producers from around the county. Gaps have been identified in terms of the lack of approved food incubation units providing technical support and innovation for food start-ups. Food festivals and events represent excellent platforms to promote the county's artisan sector. There is a need to support Kildare's LEADER-type micro and SME business as a mechanism for local job creation.

There is a requirement to provide awareness creation and mentoring supports to social enterprises in Kildare. This sector represents an opportunity for job creation through the provision of essential local services. Collaborative approaches will strengthen the sector. Building on the CKLP research into this sector and complementing the work of the SICAP Social Enterprise Action is essential to success in this area.

The Kildare CDP 2011–2017 aims to support the development of indigenous renewable energy resources. Innovative and new approaches to renewable sources of energy must be explored and supported in the county in order to address climate change and assist in meeting reductions of greenhouse gases as Ireland moves towards 2020 targets. Interventions in this area will create local employment opportunities.

2.4.9 Environment

Kildare's landscapes and its natural and built heritage are of paramount importance to the county. Many sensitive ecosystems exist and there is a wealth of biodiversity, including sensitive bogland areas, the Curragh Plains, the rivers Liffey, Boyne and Barrow. These important river systems present both opportunities and challenges. Developments in this area must strike a balance between increased access and protection of sensitive eco-systems and local water resources. Kildare's Biodiversity Plan as an overarching document will provide guidance.

Given Kildare's rapidly growing population and its unique rural-urban dynamic there is a need to adapt to specific environments and to create greater awareness among communities enabling them to enjoy their natural environments whilst understanding and valuing the importance of its protection and public goods.

Equally Kildare must look to support innovative and new approaches to renewable sources of energy as a mechanism to create local jobs, reduce commuting patterns and a reduction of carbon emissions as we move towards 2020 targets.

Section 3 Participative Planning

3.1 Overview

Both the Kildare LAG and CKLP as Implementing Partner recognise the importance of applying CLLD principles to underpin this LDS. These principles informed the design of the consultation process undertaken with all communities and stakeholders in preparing this integrated, multi-sectoral area-based local development strategy. Specifically, the adopted process was focused on capturing local needs and opportunities for future support and development. Implementing Partner CKLP has an in-depth working knowledge of the bottom-up approach to planning through its delivery of the LEADER and SICAP programmes. Equally, the LCDC has undergone a similar in-depth consultative process in its development of Kildare's LECP 2016-2020.

It is important to emphasise that Kildare was in a very strong position at the outset, in terms of having a significant body of information and data on rural development issues and challenges facing people throughout the county. A substantial body of work and information was available through Kildare County Council (in preparation for the latest iteration of the County Development Plan), the LCDC (in preparation for the LECP), through Maynooth University/AIRO, data from the Children's and Young Persons Services Committee as well as very detailed census data in respect of Kildare through Pobal and the CSO.

3.2 Public Consultation

To complement this evidence-based research, an in-depth countywide participative process was undertaken. This process served to validate the body of information in existence and facilitated the identification of new priority areas, particularly among harder-to-reach communities. In undertaking this LDS consultation process, communities and individuals throughout the county were given the opportunity to shape and develop this LDS strategy in line with their own identified priority needs and opportunities.

3.2.1 Number and type of consultation events

The following consultation events and methods were used to engage the maximum number of people in this LDS consultative process throughout the county of Kildare.

Table 19 - Number and type of consultation events/approaches

Consultation Event/Approaches
Public Meetings (Countywide 6)
Stakeholder Consultations (7)
Focus Group Meetings (4)
Face-to-Face Meetings (30)
Social Media Engagement
Municipal District Committee Meetings (3)
PPN Engagement and widespread Community and Voluntary sector
Feedback from LECP and CDP Consultation Process
Children and Young Persons Services Committee (1)

3.2.2 Format of Consultations

Kildare's LDS consultation process was preceded by widespread publicity of all events through print and social media. To ensure clarity and context, all consultation events were preceded by briefings and presentations on the LEADER 2014-2020 Programme themes and sub-themes including the three cross-cutting themes of (1) Innovation, (2) Climate Change and (3) Environment.

All events invited and encouraged open forum discussion and a question and answer session was built in to ensure maximum participation and information provision. Individual clinics were held with CKLP staff after the public meetings for those who wished to avail of one-to-one sessions. In addition, initial Expression of Interest forms were distributed at the public meetings.

There was a high level of engagement in this process including individuals representing their own needs, community needs, business needs as well as the overall needs and opportunities for the area under the themes and sub-themes of the RDP/LEADER 2020 Programme. The area needs analysis and consultations also highlighted particular needs and development potential that could be addressed through other elements of the RDP including the REDZ, Co-operative and Food measures, as well as opportunities arising under the cross-cutting themes of the programme. See Appendix 17 for list of potential projects and initiatives from public consultations.

3.2.3 Public & Stakeholder Consultation Events

Public Meetings

Six public consultation meetings were held around the county, as noted below.

Table 20 – Public Consultation Meetings

Date (2015)	Venue
21 September	The Acre Centre, Celbridge
22 September	Geraldine Hall, Maynooth
28 September	Athy Heritage Centre
29 September	The Solas Bhríde Centre, Kildare Town
30 September	The Arts and Culture Centre, McCauley Place, Naas
20 October	ACDAL Centre, Allenwood

A total of 94 people attended these public meetings, many of whom represented groups from around the county (See Appendix 18 for full listing). Following these consultation meetings, a total of 41 Expressions of Interest forms were received which were blended into the feedback as an indication of areas of greatest need and opportunity for development through this LDS.

3.2.4 Stakeholder Consultation

Seven sectoral focus group meetings were held during October and November 2014, to inform the development of the LDS as follows.

Table 21 - Sectoral Focus Group Meetings

Date (2014)	Location	Venue
15 October	Castledermot	Teach Diarmada Community Centre
29 October	Naas	Nas na Riogh Community Centre
4 November	Kildare Town	Teach Dara Community Centre
10 November	Celbridge	Celbridge Manor Hotel
19 November	Athy	CKLP Office
25 November	Newbridge	Riverbank Arts Centre
29 November	Kildare Town	Solas Bhríde Centre

A diverse range of stakeholders participated in this process which resulted in 134 responses around areas of greatest need and potential being identified for action under this LDS as summarised in key findings below under the relevant themes and sub-themes.

Environmental Focus Group Meeting

An environmental focus group meeting was convened on 2 February 2016.

Table 22 - Environmental Focus Group

Representation
CKLP
Environmental Consultant
Environmental Representative: Economic SPC, and the PPN County Representative Group
Heritage Officer, Kildare County Council
Irish Peatland Conservation Council
National Parks and Wildlife Service

Given the significant uniqueness of Kildare's environment coupled with the three cross-cutting themes of the 2020 programme, this group discussed potential areas of need and opportunity and the importance of this LDS to flank the County Kildare Biodiversity Plan¹³.

¹³ County Kildare Biodiversity Plan

Municipal Districts Committee Meetings

Three information and consultation meetings were held with the Kildare Municipal District Committees in the Kildare County Council Offices as follows:

Table 23 – Municipal District Committee Meetings

Municipal District Committee	Date
Maynooth	15 October 2015
Celbridge/Leixlip	16 October 2015
Athy	19 October 2015

These meetings highlighted areas in greatest need of support and opportunity for future development across the sub-regional area, which informed the preparation and design of this LDS.

3.2.5 Review of needs/opportunities on hand (2007–2014 Programme)

In addition, staff at CKLP carried out desk research by examining a residue list of potential projects accruing from the previous 2014 programme. This research provided valuable information of the level of interest across the themes and sub-themes.

3.2.6 Engagement with Hard-to-Reach Groups

The design of this LDS utilised the key strengths among the CKLP team, particularly in the area of understanding individual and communities that are harder to reach both socially and geographically. As part of the preparatory work, the CKLP RDP staff team engaged regularly with the SICAP team, with a view to ensuring the needs of communities that are harder to reach were captured and integrated into the design of this LDS. Complementary interventions were highlighted to ensure a maximising of resources and added value in areas of greatest need outside current provision. Social media was widely used by to target segments of the local community, particularly rural youth, and those not so active within their communities. This ensured widespread knowledge and opportunity of the consultative process and resulted in maximum participation in the process.

All consultations within this area were undertaken with the understanding of the importance of avoidance of duplication and the necessity to ensure that resources are maximised to achieve the best value for money. With this in mind, key stakeholders/agencies including Kildare/Wicklow ETB, DSP, Kildare County Council, Intreo and LES were consulted as part of the process. These discussions informed the drafting of the LDS strategic actions in respect of hard-to-reach individuals, groups, and communities.

In addition to these approaches, CKLP as Implementing Partner utilised an amalgam of three intervention tools and approaches to engage with hard-to-reach groups, as follows:

1. Engagement with the long-term unemployed in rural areas to consider current skill sets and employment needs/opportunities.

2. Ongoing contact with community and voluntary organisations, providing an overview of local needs.
3. Using existing TÚS networks which work with dispersed communities in need of supports to continue their activities. The voices of groups including soccer clubs, GAA clubs, Age Action Groups, Meals on Wheels, Disability Groups, Social Economy Groups, Social Housing providers etc. were heard and integrated into the feedback of this consultative process.

Building on this widespread consultative process that has led to the design of Kildare's LDS, both Kildare LCDC and CKLP as the Implementing Partner will maintain and ensure that there is ongoing engagement with individuals, target groups and communities throughout the lifetime of the programme.

The following practices will be used to ensure this engagement:

- 1) Regular calls for applications (publicised widely)
- 2) Themed information workshops, presentations and seminars
- 3) Ongoing animation of the programme
- 4) Sectoral clusters and issue based sub-groups
- 5) Website, radio, print and social media
- 6) Publications, forms, newsletters, information sheets
- 7) Close linkages with groups i.e. PPN, Community Networks, etc.
- 8) LCDC Board and CKLP Board representation

3.2.7 Summary of key findings

Having carried out a comprehensive and inclusive countywide consultative process, the partners collated the following key findings under the LEADER Programme themes and sub-themes. All feedback and input to this widespread consultative process has directly informed the prioritisation of key objectives and strategic actions in line with local needs.

General overarching Issues

- High incidence of commuting out of the county is a concern from an economic, social and environmental aspect
- There is a need to create more local employment opportunities in the county
- Greater inter-agency collaboration is required
- The county's urban-rural dynamic was highlighted as a defining feature and one that requires specific targeted responses to address the issues

3.2.7.1 Economic Development, Enterprise Development and Job Creation

Rural Tourism

- Kildare's tourism sector is under performing but has the potential to provide local jobs
- The county's proximity to Dublin and major access points is a huge advantage
- There is insufficient spend in the area of digital marketing which has the ability to strengthen the sector
- Group marketing for the sector is carried out by Kildare Fáilte
- Significant opportunities exist in the development of Kildare's canals - Greenway and Blueway potential for walkways and cycleways

- Growing interest in outdoor tourism
- Heritage trails will enhance the product offering in the county
- Kildare needs to strengthen the variety of tourism products it has to offer
- Interest expressed in the area of water-based activities and products
- Huge potential exists in the area of agri, equestrian and eco-tourism
- Fáilte Ireland's long-term strategy around the Ireland's Ancient East brand presents significant potential for Kildare in terms of heritage tourism. The sector will need to be supported to deliver on this brand promise – *A story filled experience*
- Celbridge has developed a 2016-2020 tourism strategy, *Celbridge, Gateway to Ireland's Ancient East*. This represents a good model
- Kildare must step up and compete with other brands such as Wild Atlantic Way
- Clustering of marketing activities and destination planning will enhance the overall product
- Tourism providers and tourism groups need training and business support to develop and increase business
- There is potential to develop an 'Information Portal' in Kildare

Enterprise Development

- Given the incidence of commuting out of the county for work purposes, there is a need to create local jobs
- Capital support is needed for start-ups and existing businesses
- Potential to grow Kildare's artisan food sector was identified
- There is a need to develop small food hub/units in key locations
- Relevant mentoring and training supports will be required for start-ups
- Research and Development support will be required for some start-ups
- Clustering and co-ordinated supports will strengthen the sector
- Kildare's Creative Industries/Network presents significant opportunity
- Craft units/hubs could rejuvenate rural towns
- Awareness and support for social enterprises will result in local jobs
- Kildare Foodscapes was highlighted as a good model for cluster marketing
- Local renewable energy enterprises will result in local jobs

Rural Towns

- Kildare needs to support its towns as centres that serve the town residents and communities in the surrounding hinterlands (CEDRA)
- Some of Kildare's towns are run down and have poor streetscapes for example Castledermot, Athy, Rathangan and Ballymore Eustace.
- Kildare has a number of dormitory type towns such as Castledermot
- There is significant scope for development in some towns, namely, Athy, Castledermot, Naas, Kildare, Celbridge, Rathangan, Ballymore Eustace, Kilcock and Leixlip
- Athy has developed a plan that could serve as a model
- Plans have been developed through the Integrated Services Programme, we can learn from these experiences
- Regenerated rural towns will breathe new life into town centres and create local jobs
- Local people need to be involved in the future planning for their towns

- Social capital varies across population centres and there is scope to improve and build capacity for local decision making for future planning
- Kildare has a lot of new communities that have not been integrated particularly in the north of the county in areas like Celbridge and Maynooth
- There is a need for improvement in community facilities and amenities in some of Kildare's towns in order to provide multi-user spaces and support integration of new and existing residents particularly in rural areas such as Athy and Castledermot

Broadband

- Countywide IT training initiative
- The need for enhanced broadband provisions in areas experiencing poor coverage
- Small rural businesses need Broadband to operate
- Clustering of service in community facilities would be beneficial

3.2.7.2 Social Inclusion

Basic Services targeted at 'Hard-to-Reach' communities

- Support is needed for upgrading of existing community facilities and new builds in particular areas where the need is greatest such as Kilcock, Monasterevin, Ardclough, Robertstown.
- Specific training is needed to build capacity in harder-to-reach communities
- Community facilities management/governance training was highlighted as a requirement to support communities particular in the more rural areas of the south of the county like Castledermot and Athy
- Integration of new residents/cultures is important in areas such as Maynooth, Celbridge and Naas
- Rural men's health programme is required to combat isolation
- Playgrounds and Resource Centres were highlighted as areas of need particularly in Clane, Rathangan and Kildare town
- Kildare needs to find creative approaches to provide outreach targeted supports to communities and individuals
- It was noted that there are disadvantaged communities across all municipal districts within this LDS sub-region
- Specific targeted interventions are needed to ensure older people in the community are engaging and supported in line with their needs
- Kildare has a lot of young families with very specific needs

Rural Youth

- Kildare has the largest number of young people in the country, therefore priority is needed in this area
- High unemployment rates among Kildare's young people must be addressed
- Some young people are disillusioned and have disengaged
- Concern raised in relation to poor mental health among the younger generation
- Relevant training opportunities in line with need is required

- Young people in Kildare need to upskill
- There is a requirement for more youth spaces within rural communities to help address isolation for example Clane Youth Project, and Rathangan Youth Cafe
- Lack of youth services and supports in some areas was highlighted as an area of concern particularly in Celbridge, Clane, and Kildare town
- A feasibility study is required for the Newbridge Youth Campus – to look at developing a multifunctional youth centre
- Specific projects identified include: The HIVE in Kildare town, Celbridge Youth Initiative, Rathangan Youth Café, Clane Youth Project, Castledermot Youth Project
- Young people need adequate and suitable facilities and amenities
- Specific outreach youth training based on need is required to build social capital
- Young people should be involved in local decision making
- Young people who are not engaged in any form of employment, education or training (NEETS) will need bespoke support
- Economic and social opportunities are required to support Kildare’s young people
- Capacity building is required

3.2.7.3 Rural Environment

Protection and sustainable use of water resources

- Kildare’s waterways were highlighted as a great asset to the county, particularly the Royal and Grand Canals
- Support is needed for local water conservation plans (grey water usage)
- Communities need support to carry out mapping and management of invasive species plans along waterways and in the wetlands

Protection and improvement of local biodiversity

- Actions should be in line with Kildare’s Biodiversity Plan
- There is a need to raise awareness among communities about the importance of protecting local biodiversity in association with local developments/access projects
- Training and technical support is required to ensure best practice
- Capital funding is needed to implement local biodiversity projects
- Communities noted that Kildare has a rich and diverse natural rural heritage with a wide variety of wildlife habitats including peatlands, grassland, woodland, hedgerows, rivers and canals, all in need of protection
- The unique environment that is the Curragh Plains must be protected for future generations
- Equally, Kildare’s urban areas support wildlife habitats in parks and green spaces, stone walls and bridges, gardens and hedgerows, and waterways. These areas must be protected
- Three local biodiversity projects were identified for Sallins, Naas and Rathangan
- Expertise will be required to create awareness and animate a range of environmental initiatives and projects in line with best practice
- Promotion of oral histories including Kildare’s boglands in line with IAE brand initiative
- Promotion of birdwatching facilities at key locations in line with best practice
- Support for community biodiversity plans/projects as a mechanism to enhance areas for locals and to attract visitors to rural areas

- Appropriate interpretation and promotion of these sites is required

Development of Renewable Energy

- Potential identified in the area of timber and added value e.g. firewood, wood pellets, biomass etc.
- Renewable energy enterprises present local job potential and should be supported
- Reductions in commuting will reduce carbon footprint
- Feasibility and capital funding for new technologies is needed
- Kildare must work towards the reduction of greenhouse gases and 2020 targets
- Proximity to the capital's large market and distribution channels is a strong advantage for Kildare
- Solar energy presents significant opportunities for farmers and landowners

3.3 SWOT Analysis

The SWOT¹⁴ analysis was informed by different sources of information and processes including evidence and analysis from the socio-economic profile of the area, the summary needs analysis, the consultation process, specific policy documents, the LECP, and experience of the Implementing Partner.

The following SWOT is presented under the LEADER 2020 Programme themes taking into account the three cross-cutting themes.

¹⁴ SWOT: (Internal) Strengths, (Internal) Weaknesses, (External) Opportunities and (External) Threats

Table 24 – SWOT Analysis: Economic Dimension

Strengths	Weaknesses
<ul style="list-style-type: none"> ✓ Strong, established Foreign Direct Investment base for employment. ✓ Varied industrial and economic enterprise base. ✓ Solid corporate base, e.g. Kerry Foods, Intel, Hewlett Packard, Pfizer, Green Isle. ✓ Growing Retail sector - Whitewater and Kildare Village. ✓ Overall education base. ✓ Good base of micro and SMEs. ✓ Established agricultural, horticultural and equestrian/bloodstock sectors nationally. ✓ Maynooth University - the fastest-growing University in Ireland /well-educated population. ✓ Location of Kildare within the Greater Dublin Area, with close proximity to Dublin. ✓ Major transportation corridors. Motorway and rail infrastructure of national importance in place. ✓ Youngest county in Ireland. ✓ Rapidly growing population. ✓ High labour force participation rate. 	<ul style="list-style-type: none"> ✗ Infrastructure unable to respond to rapidly increasing population/demand. ✗ Substantial gaps in services. ✗ High proportion of workers commuting outside of the county for work, education and training. ✗ Skills shortages relative to employment opportunities. ✗ Increase in unemployment amongst more disadvantaged groups. ✗ Limited training opportunities and facilities. ✗ Restructuring challenges in agriculture. ✗ Relatively high regional dependence on construction based employment. ✗ Lack of public transport options to service areas within the county. Poor transport linkages/cross connections. ✗ Poor public transport in rural areas. ✗ Under performing tourism sector. ✗ Lack of business cluster networks/activities. ✗ No food incubation units. ✗ Capacity to meet the IAE brand promise.
Opportunities	Threats
<ul style="list-style-type: none"> ✓ Young, educated population base of the county. ✓ Economic recovery. ✓ Employment options growing – Kerry Foods and multiplier effect. ✓ Expanding educational opportunities, Maynooth University and Kildare Wicklow ETB. ✓ A strong agri-food industry. ✓ Rapidly growing population - potential for project promoters and innovative projects. ✓ Potential for diverse tourism offerings. ✓ Good potential for rural tourism, local food, local services, ICT, and renewable energy sectors. ✓ Potential of the natural environment and leisure amenities - The Blueway Canals Project, the Royal Canal and the Greenway Project. ✓ Fáilte Ireland's Ancient East marketing initiative. ✓ Kildare towns. 	<ul style="list-style-type: none"> ✗ Capacity to serve the needs of the significant and growing young population. ✗ Economic and social imbalances within the county. ✗ Growth has not been matched by essential services. ✗ Infrastructure constraints and increasing pressure on existing infrastructure. ✗ Lack of Next Generation Access fibre broadband across all areas of the county. ✗ Inability to match employer skill requirements with the skills available in the county. ✗ The decline of rural towns and villages in Kildare. ✗ The development of large scale 'out-of-town' retail developments. ✗ The country's major motorways which pass through the county/facilitate non-stop over traffic.

Table 25 – SWOT Analysis: Social Inclusion Dimension

Strengths	Weaknesses
<ul style="list-style-type: none"> ✓ Improving community facilities infrastructure in the county. ✓ Youngest county in Ireland. ✓ Well-educated population. ✓ Situation on the western border of Dublin City and county. ✓ Significant and growing young population. ✓ Maynooth University - the fastest-growing university in Ireland. ✓ Level of partnership in existence with public, private and community organisations. ✓ New cultures 	<ul style="list-style-type: none"> ✗ Deprivation levels have increased substantially in the county. ✗ Increase in unemployment amongst more disadvantaged groups. ✗ Substantial gaps in services. ✗ Skills shortages relative to employment opportunities. ✗ Relatively high regional dependence on construction-based employment, particularly in mid and south Kildare. ✗ Low levels of statutory, voluntary and community based services. ✗ Limited training opportunities and facilities. ✗ Lack of public transport options to service areas within the county. ✗ Poor public transport in rural areas. Poor transport linkages/cross connections. ✗ Increasing polarisation between north and south Kildare/urban and rural Kildare. ✗ Population density.
Opportunities	Threats
<ul style="list-style-type: none"> ✓ Development of targeted training supports that respond to needs. ✓ Young, educated population base of the county. ✓ An engaged Community and Voluntary Sector. ✓ Promotion and protection of rural Kildare. ✓ Employment options growing – Kerry Foods and multiplier effect. ✓ Economic recovery. ✓ SICAP and RDP operating in tandem. ✓ Kildare County Council ISP programme. ✓ To build social capital ✓ Increase engagement and local decision making ✓ Empower local communities. ✓ Build capacities of individuals. 	<ul style="list-style-type: none"> ✗ Increasing deprivation across the county with low/no services to respond. ✗ Impact of low levels of service provision on the most disadvantaged. ✗ Infrastructure constraints and increasing pressure on existing infrastructure. ✗ Housing challenges that make it unaffordable to live in the county and reinforce polarisation between north and south Kildare. ✗ Economic and social imbalances in the county. ✗ Capacity to serve the needs of the significant and growing young population. ✗ The availability of volunteers and people to initiate new community projects and services in certain locations. ✗ Lack of Next Generation Access fibre broadband within the county.

Table 26 – SWOT Analysis: Environmental Dimension

Strengths	Weaknesses
<ul style="list-style-type: none"> ✓ Unique and varied natural and heritage landscape including bogs, rivers, canals. ✓ Rich natural resources, fertile farmland. ✓ Diverse range of native species associated with the Kildare landscape, its rivers and canals. ✓ Internationally important habitats. ✓ Level of partnership between public, private and community organisations. ✓ Established agricultural, horticultural and equestrian sectors. ✓ Attractive range of towns and villages throughout the county as well as vernacular architecture. ✓ County Biodiversity Plan – national policy adapted to county circumstances. ✓ Growing interest at community level in the environment and models of best practice. ✓ Of the 33 water bodies that intersect the county, 31 are classified as ‘Good’ by the EPA. ✓ Water and waste water treatment is deemed ‘sufficient’ in all of Kildare’s 10 largest settlements. 	<ul style="list-style-type: none"> ✗ The Curragh and Pollardstown Fen water bodies classified as ‘Poor’ by the EPA. ✗ Some rivers and streams are classified as ‘Poor’ by the EPA. ✗ Common lack of water conservation systems in many community buildings. ✗ Kildare has the fourth lowest number of Bring Banks and Civic Amenity Centres in the state. ✗ Inappropriate development impacting negatively on biodiversity. ✗ The renewable energy sector operates from a relatively low base in Kildare. ✗ Limited developed infrastructure to support eco-tourism. ✗ Low levels of environmental awareness among some communities.
Opportunities	Threats
<ul style="list-style-type: none"> ✓ Awareness programmes for community groups to inform them of best practice. ✓ Examples of best practice already exist within the county. ✓ Willingness of communities to engage in the protection and management of our environmental resources. ✓ Implementation of green initiatives in enterprise activity. ✓ Collaboration with Maynooth University and Kildare County Council to inform of best practice. ✓ Job creation in connecting with renewables and eco-tourism. ✓ Opportunity to improve local biodiversity in line with best practice. ✓ To develop a plan to protect the unique landscape of the Curragh Plains 	<ul style="list-style-type: none"> ✗ Climate change leading to higher rainfall and increased flooding risks. ✗ Difficulty for community groups and local businesses to afford the cost of high quality waste water treatment systems. ✗ Environmental pollution. ✗ High incidence of commuting for work. ✗ Invasive species spreading throughout habitats. ✗ Significant local opposition to certain types of renewable energy developments.

3.4 LDS Priorities

3.4.1 Process for selecting LDS Priority Areas

The following agreed LDS priorities have been developed as a result of evidence-based analysis arising from the socio-economic profile for County Kildare, associated research and policies, coupled with the feedback and input gathered through the countywide consultation process, and the outcome of a county specific SWOT analysis. In summary, the process included the following:

- ❑ The Socio-Economic Baseline Report LECP 2016 – 2020 (AIRO) – Section 2
- ❑ Outcomes of countywide Consultation Process – Section 3
- ❑ Review of previous RDP/Expression of Interest forms – Section 3
- ❑ SWOT analysis – Section 3
- ❑ Cross Cutting Themes
- ❑ Available Budget - Section 4
- ❑ Guidelines for the new RDP 2014–2020
- ❑ Relevant local, regional, national and EU policies – Section 5

This in-depth process has ensured that communities across Kildare have had direct input into the priorities selected in this LDS. Underpinning this LDS with the three cross-cutting programme objectives of Innovation, Environment and Climate Change strengthens this LDS and ensures that actions will assist in the development of an innovative and environmentally friendly economy in Kildare. Both Kildare LCDC and CLKP believe that this process has achieved the following:

- Ensured maximum involvement and engagement with local communities
- Captured local needs and opportunities
- Encouraged participation in the design of the strategy
- Involved all communities in the decision-making process
- Developed the most area-specific plan for Kildare

Therefore, the priorities selected in this LDS represent the best opportunity for an appropriate area-specific approach for the sub-regional area of Kildare. The objectives and strategic actions contained in this plan will seek to address the needs and gaps as identified and provide specific targeted supports and interventions to meet these needs as well as maximising opportunities for the county. The LAG and Implementing Partner have concluded that maximum impact will be achieved through specific and targeted local objectives and strategic actions under all of the three themes and the corresponding nine sub-themes. The following process was undertaken to reach agreement.

The LCDC meeting on 25th March 2015 agreed the establishment of an LCDC sub-group which is composed of three experienced LCDC members representing the statutory and non-statutory sectors - HSE, IFA, and elected member. The sub-group is supported by the Chief Officer, LCDC Co-ordinator and LCDC Administrator.

The sub-group is chaired by the HSE representative.

This sub-group met regularly with CKLP Chairperson and staff to discuss and agree the LDS planning process, development and finalisation since 11th May 2015.

The sub-group, through the chairperson, reports into the LCDC, and it is a standard agenda item at all LCDC meetings.

It was unanimously agreed at the LCDC meeting held on September 28th that some work was required to finalise the strategy prior to submission. It was agreed that the sub-group would work on their behalf to complete the LDS.¹⁵

The LDS sub-group met on Thursday 6th of October and the final LDS was agreed.

3.4.2 Theme 1 – Economic Development, Enterprise Development and Job Creation

Sub-Theme: Rural Tourism

Kildare's tourism sector is considered to be under developed. However significant potential exists to grow the sector. Kildare's proximity to the capital coupled with the fact that it adjoins five other counties presents significant potential on the domestic market. Capital and marketing investment is required to enhance the variety of tourism product within the county. This will result in an attractive tourism proposition and result in additional visitor numbers and increased revenue. There is potential for farm diversification enterprises in Kildare. Rural tourism and indigenous products contribute to 'experiential tourism' which is a growing market. Investment in this area will lead to local sustainable jobs, reduced commuting and will boost local economies. Tourism providers will need to be supported with appropriate training and mentoring provision.

Significantly, Kildare is positioned within Fáilte Ireland's IAE brand which centres on 5000 years of Ireland's history through 'story filled experiences'. Kildare is one of 17 counties being promoted at home and abroad under this brand which seeks to generate more overseas visitors. The county has a critical mass of natural and built heritage sites which will attract this market segment. However, the trade must be supported to deliver on the brand promise – to deliver a story filled experience - and maximise economic opportunities under this brand.

Kildare's waterways are a great asset to the county and present significant potential and opportunity for development of water-based activities, cycling, angling and walking activities. In particular, three tourism hubs have been identified: (1) Blueway Corridor, (2) Kildare/Meath Greenway, and (3) Northeast Heritage and Amenities Hub.

Kildare Fáilte, as the marketing entity for tourism providers in Kildare, has made substantial progress in building the profile of the sector. The development of a digital marketing platform has been identified in its recent strategy as a mechanism to support the sector and increase market share.

¹⁵ This meeting was attended by: Peter Carey CE Kildare County Council – LCDC Chairperson, Sean Ashe CE KWETB, Patricia Finlay Area Manager Tusla, David Walsh HSE Chief Officer South Dublin, Kildare, West Wicklow, Eoghan Ryan Principal Officer Department of Social Protection, Pat Doyle CEO Peter McVerry Trust, Lisa Baggott Co-ordinator South Western Regional Drugs and Alcohol Task Force, Sarah Shakespeare Manager Teach Dara, Dermot O'Donnell Community and Voluntary Forum, Alan Shine CEO North Kildare Chamber of Commerce, Mary Waters Irish Farmers Association, Patricia O'Brien Chairperson CKLP, Suzanne Doyle elected member, Mark Wall elected member, Fintan Brett elected member
The Chief Officer, LCDC Co-ordinator and LCDC Administrator were in attendance.

Sub-Theme: Enterprise Development

As a county, Kildare experienced significant increases in unemployment rates due to the downturn in the economy. High levels of unemployment and underemployment is of concern particularly among young people in particular parts of the south and west of the county. The high incidence of commuting is having a negative effect socially, economically and environmentally. The county has a good stock of sustainable small enterprises providing much needed employment. It is strategically positioned with its proximity to local, national and international markets. Therefore, this LDS must prioritise enterprise supports for new and existing micro and SMEs. Capital, feasibility, training and mentoring supports are required to strengthen Kildare's local economy. The county's artisan food producers represent a growth area and opportunities exist in food tourism; however, the industry will need to be supported to develop in this area. New entrants to the market will need access to approved production units; therefore development of food hubs/units will benefit this growth.

Kildare has a vibrant creative industry which needs to be supported to develop further. Kildare Creative Network represents a viable cluster aimed at building the brand. In addition, Kildare has a good stock of social enterprises and has been identified as a growth area. Awareness creation and research will assist this growth.

Sub-Theme: Rural Towns

Huge disparity exists between Kildare's towns, with those in the north more densely populated and are essentially commuter zones. In contrast, the town and villages in the south of the county tend to be more rural in nature with smaller populations. Many of Kildare's town have become run down with poor streetscapes and public realm resulting in dormitory type towns. This LDS must prioritise the regeneration of such towns to ensure that they become viable market and employment centres, serving the town and surrounding hinterland. Support for local markets and festivals will build social capital and enhance the overall offering of Kildare's towns.

Future development will require careful planning and technical support. It is paramount that local people participate in the decision-making process. A blueprint in the form of the Athy Business Plan 2014/15 will inform developments in this area. This LDS will prioritise a number of Town Revival Business Plans as a mechanism to achieve progress in this area. Capital supports will be required to help realise these plans involving infrastructural, interpretation, recreational spaces, landscaping and streetscape development from around the county. The towns of Kildare, Castledermot, Ballitore, Celbridge and Kilcock have been identified as priority areas for this LDS.

Sub-Theme: Broadband

There was widespread acknowledgment of the importance of high speed broadband through the entire county of Kildare. Communities and businesses that have poor service are disadvantaged and prove difficult when operating a rural business. It was acknowledged that the National Broadband Plan had a budget of over 2.5 billion with targets to deliver high speed broadband nationwide by 2020. However, progress is slow for some areas and this is impacting socially and economically on individuals and communities. Small scale infrastructure will assist communities and businesses to operate in a more efficient manner.

3.4.3 Theme 2– Social Inclusion

Sub-Theme: Basic Services targeted at Harder-to-Reach communities

As evidenced, Kildare has areas of disadvantage across all its Municipal Districts. Over 60% of the population live in the ten largest towns which cover only 5% of the county's land mass. This dynamic has led to quality of life issues for many residents as demand for facilities and services increases. Many of these towns have attracted new residents, many from different cultural backgrounds; integration of new residents is paramount to building sustainable healthy communities. There are pockets of social and economic disadvantage in these towns which can often go undetected. High levels of social housing coupled with the level of rent supplement allowances paid to families in private estates indicates substantial hidden poverty.

In contrast, communities in Kildare's more rural towns are experiencing inadequate or no service provision and can often experience social and geographic isolation. There is a higher concentration of older people in the rural areas. Poor transport provision in some areas results in barriers to employment and social and geographic isolation for some communities.

Multifunctional community facilities and amenities will help to alleviate these imbalances, build social capital, assist integration and contribute to engagement within communities. Specific targeted animation approaches will be required to assist these harder-to-reach communities to participate in local planning and decision-making processes. Local Action Plans will be a mechanism to progress within these communities. Specific targeted training and capacity building supports are required to enable these communities to develop personally and as a community.

Sub-Theme: Rural Youth

The fact that Kildare has the highest rate of young people in the State with 37% (77,832) of its population aged 0-24 years highlights the need for prioritisation in this area. Youth unemployment is more prevalent in some parts of the county. Recent Live Register figures from August 2016 report 1,674 young people under the age of 25 registered as unemployed. Young males account for the largest number of these and Census 2011 has revealed areas with lower educational attainment. This knowledge will allow for clearer targeting of supports under this plan. This LDS must address this area through tailored training and upskilling initiatives and support in line with the needs of young people. Accessible upskilling, personal development and capacity building is required to support Kildare's young people to progress socially and economically. A Youth Unemployment Steering Group, under the auspices of the Children and Young Person's Services Committee (CYPSC) has been established for the county. The Steering Group co-ordinates a countywide response to youth unemployment. This LDS will undertake a multi-agency responsive approach in relation to this priority area. Aware of the need to provide adequate social and recreational facilities for young people, this LDS will prioritise support for such projects as a mechanism to combat social isolation and promote positive mental health. Particular emphasis will be on communities that have the greatest need.

3.4.4 Theme 3 – Rural Environment

Sub-Theme: Protection and sustainable use of water resources

The Kildare LECP 2016–2021 notes that living more sustainably is essential if future generations in Kildare are to enjoy an environment equal to or better than the one experienced today. Awareness about sustainable practices is a critical first step in supporting a sustainable county. Given environmental sensitivities there is a need to provide technical support for individuals and communities in this area in line with best practice. This LDS will seek to create this awareness and provide technical support in the area of water conservation and protection.

Sub-Theme: Protection and Improvement of Local Biodiversity

Kildare's landscape and natural and built heritage is of paramount importance to the county. Many sensitive ecosystems exist and there is a wealth of biodiversity, including sensitive bogland areas, inland waterways. There is an understanding that development in this area will attract visitors and result in increased public goods for local people. However, development in this area must ensure best practice in order to protect the county's unique biodiversity. The county's Biodiversity Plan will act as a good guidance document and model of good practice. Communities and individuals need to be supported with appropriate technical advice and guidance, training and awareness raising initiatives. In addition, there will be a requirement for capital and marketing support to implement such projects.

Given the environmental sensitivities attached to the Curragh Plains, it has been identified as a priority area. This LDS will seek to support the development of an Integrated Landscape Management Plan for the Curragh Plains as a mechanism for future protection and conservation.

Sub-Theme: Renewable Energy

As Ireland works towards meeting European 2020 targets, Kildare must prioritise support for renewable energy businesses. The county's proximity to a large market is an advantage. Support in this area will result in the generation of local employment and lead to a reduction in commuting and thereby a reduced carbon footprint for the county. As the county moves towards being more sustainable priority in this area is paramount. Research and technical support will be required in order to allow for innovation and new technologies to be investigated. Communities must equip themselves with relevant information and contribute to more sustainable practices. This LDS will work with businesses and communities to progress to increase Kildare's sources of renewable energy and renewable practices.

Section 4 LDS Action Plan

4.1 RDP Vision, Mission and Core Values

LEADER 2014-020 calls for a focus on addressing poverty and social exclusion, particularly given the significant economic and social changes that have taken place within the last decade. Kildare LDS will be managed and delivered in a manner that prioritises actions that will have the greatest impact in this regard.

Kildare LAG has adopted the following vision, mission and core values statements to underpin the LDS Action Plan. These have all been informed by the evidence-based research, the outcomes of the consultation processes, the Programme policy arena, and the need to show complementarity with other strategic initiatives that are being implemented across the county.

4.1.1 Vision Statement

To develop the capacities of individuals and communities to participate fully in a living place, one that is vibrant and evolving economically, culturally, socially and environmentally.

4.1.2 Mission Statement

Our mission is to achieve our vision by: -

- Delivery of appropriate advice, guidance and funding supports to people and communities in Kildare in response to their needs
- Implementation of 'flagship' initiatives by the LAG, in partnership with local stakeholders, to address broader sectoral and strategic needs
- Employment and commissioning of relevant human resources and expertise to ensure delivery of relevant supports
- Participation of relevant agency, community and voluntary, private sector expertise at LAG level to ensure input to decision-making and influencing of appropriate policy formulation
- Working in close partnership with local, regional, State and EU agencies and bodies to leverage additional services /funds to further address local needs

4.1.3 Core Values

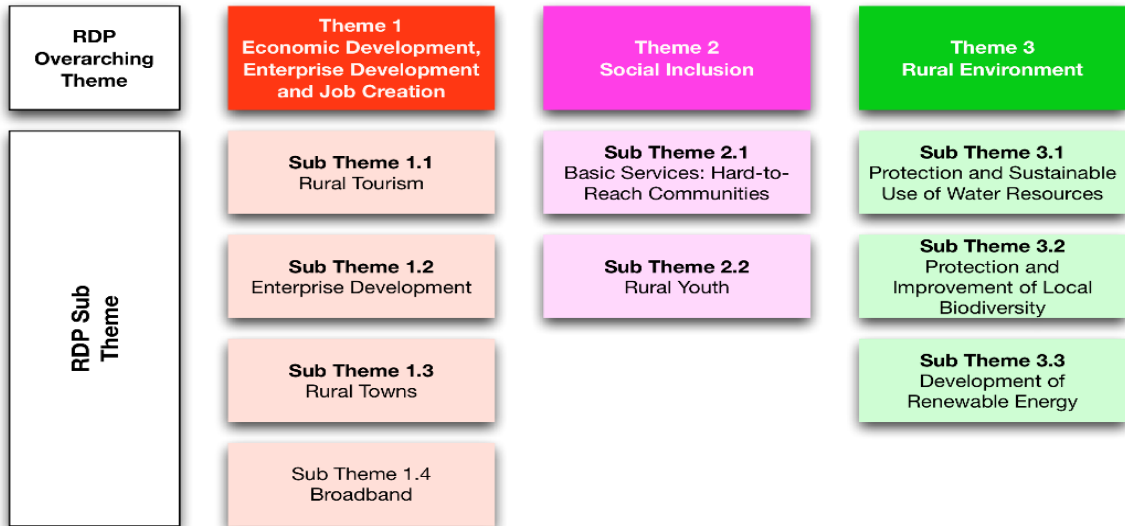
In carrying out our mission, our efforts will be underpinned by the core values, as follows:

- Respect for every individual, and for their independence, dignity and diversity
- Commitment to the LEADER ethos and a 'bottom up' approach to decision-making and the delivery of supports
- Belief that every person and their families living in Kildare has a fundamental right to a good quality of life and local access to services in all aspects of their lives
- Desire to be fair, open and transparent in all our dealings and allocation of funding
- Professional delivery of supports, characterised by integrity, quality, accessibility and inclusiveness

4.2 LDS Strategic Framework

Figure 3 illustrates the three main themes and nine sub-themes that emerged over the planning and preparation process of this LDS. Nineteen strategic actions have been developed to implement the overarching themes. In addition, the three cross-cutting themes of Innovation, Climate Change and Environment are intertwined and will be implemented across all the actions to be delivered under the LDS.

Figure 2 – Agreed LEADER RDP Themes and Objectives



4.2.1 Kildare LDS Budget Allocation 2014-2020

Table 27 – Kildare LDS Operational Budget

LDS Theme	Budgetary Target	% Total Available Budget
Rural Economic Development	€2,072,520	53%
Social Inclusion and Youth	€1,193,680	30%
Rural Environment	€680,000	17%
Total Operational Budget	€3,946,200	100%

4.2.2 Summary Action Plan Framework

Table 28 – Summary Action Plan Framework

Theme	Sub-Theme	Title of Local Objective	Strategic Action	Budget
Economic and Enterprise Development and Job Creation	1.1 Rural Tourism	Supporting sustainable tourism development in Kildare	SA 1.1. To support a Digital Marketing Platform for County Kildare	€65,000
			SA 1.2 To support the growth of Kildare's tourism sector by improving and expanding on the quality and range of products on offer, particularly within Hub/Cluster destination development	€546,920
			SA 1.3 Build the capacity of Kildare's tourism sector	€75,000
	1.2 Enterprise Development	Increasing and expanding enterprise development in rural Kildare	SA 2.1 County Flagship – Support Kildare's Creative Network and Craft Design Hubs	€200,000
			SA 2.2 Research and capacity building for LEADER-type enterprises in Kildare	€80,000
			SA 2.3 Support and expand LEADER-type micro/SME and Social Enterprise in Kildare	540,000
			SA 2.4 Support Kildare's artisan food sector as a mechanism to create local jobs	€200,000
	1.3 Rural Towns	Developing clear, agreed plans to progress social, economic and infrastructure of towns in rural Kildare	SA 3.1 Support four Town Revival Business Plans in specific towns in Kildare	€100,000
			SA 3.2 Kildare Rural Towns - Capital Support Programme	€235,000
	1.4 Broadband	Increasing access to broadband in rural Kildare	SA 4.1 Support for small scale feasibility and equipment for increased broadband access	€30,600

Theme	Sub-Theme	Title of Local Objective	Strategic Action	Budget	
Social Inclusion	2.1 Basic Services: Hard-to-Reach Communities	Increasing access to community facilities and amenities in targeted areas	SA 5.1. Support for community Infrastructure and Activities in areas of greatest need	€283,680	
			SA 5.2 Capacity building and technical support for hard-to-reach communities	€260,000	
	2.2 Rural Youth	Developing employment, education and social opportunities targeting vulnerable young people in rural Kildare	SA 6.1 Rural Youth Training for empowerment and employment Initiative	€250,000	
			SA 6.2 Develop and enhance youth facilities and amenities and build the capacity of young people	€400,000	
	Rural Environment	3.1 Protection and Sustainable Use of Water Resources	Increasing awareness and supporting sustainable water management	SA 7.1 Sustainable Water Resource Management Programme	€100,000
		3.2 Protection and Improvement of Local Biodiversity	Increasing awareness and protecting Kildare's unique landscape	SA 8.1 Biodiversity awareness and protection programme	€90,000
SA 8.2 Enhance and protect Kildare's unique local biodiversity				€210,000	
SA 8.3. Integrated landscape plan for the Curragh Plains				€100,000	
3.3 Development of Renewable Energy		Developing employment opportunities in renewable energy	SA 9.1 Increase employment through renewable energy businesses and build greater awareness and capacities in this area of renewables	€180,000	

4.3 LDS Action Plan Framework

4.3.1 Theme 1: Economic and Enterprise Development & Job Creation

Title of Local Objective	Supporting sustainable Tourism Development in Kildare
LEADER Theme	Economic and Enterprise Development and Job Creation *
LEADER Sub-Theme	Rural Tourism
Rationale for the Objective	<p>Kildare's tourism sector is considered to be under developed, however significant potential exists to grow the sector. Capital and marketing investment is required to enhance the variety of tourism product within the county. This will result in an attractive tourism proposition and attract additional visitor numbers, increased revenue and ultimately provide local jobs. Kildare's waterways are a great asset to the county, with significant potential and opportunity for development of water-based, cycling and walking activities exists. In particular, three tourism hub/clusters have been identified (1) Blueway Corridor, (2) Kildare/Meath Greenway and (3) Northeast Heritage and Amenities Hub. Significantly Kildare is positioned within Fáilte Ireland's – Ireland's Ancient East (IAE) - brand which centres on 5000 years of Ireland's history through '<i>story filled experiences</i>'. The county has a critical mass of natural and built heritage sites which will attract this market segment, Kildare's tourism sector must be supported to deliver on the brand promise – <i>to deliver a story filled experience</i> and therefore maximise economic opportunities under this brand. Tourism providers will be supported with appropriate training and mentoring provision. The development of a digital marketing platform will serve to strengthen and increase Kildare's tourism economy.</p>
Principal Link to the LECP	<p>LECP Objective 2.3: To continue to support rural communities in Kildare to become stronger and more sustainable, particularly through the provision of targeted skills development and renewal programmes, high quality broadband and the fostering of employment opportunities with a natural fit to rural areas such as agri-business, renewable energy, sustainable rural tourism, and rural transport.</p> <p>LECP Objective 3.6: To actively engage in and facilitate the development of Kildare's sustainable tourism industry based on its unique heritage, culture and natural landscape.</p> <p>LECP Objective 4.3: To actively support measures that increase community based activities, leisure and sports activities that increase local interaction and reconnect local communities in high commuting areas of the county.</p>
Financial Allocation	€686,920
No. of Strategic Actions	3

In relation to all projects funded under the tourism/enterprise themes, please note the following: An agreed protocol between the LAG/ Implementing Partner and the LEO will be implemented in line with the RDP Operating Rules as well as complying with national framework to be agreed in respect to the roles of the LEADER Programme and the LEO. The mechanisms to be used via this protocol will ensure there is no risk of duplication with the LEO.

Code	Strategic Action 1.1	
Title of Strategic Action	To support a Digital Marketing Platform for County Kildare	
Brief Description of Strategic Action	Support Kildare Fáilte as the entity tasked with marketing Kildare's tourism sector to develop a 'Digital Marketing Platform' and provide relevant training to strengthen this key sector in the county's economy	
Link to LECP	LECP Action 3.6.1: Working with Kildare Fáilte to: <ul style="list-style-type: none"> <input type="checkbox"/> Implement a tourism development strategy in the county, and identify the particular role and competence of all partner agencies. <input type="checkbox"/> Develop an appropriate and compelling marketing proposition and plan for Kildare as a tourism destination. Develop a suite of training programmes that will ensure that tourism businesses in the county can recruit staff with appropriate skills, and provide for career development. <input type="checkbox"/> Promote the Green Hospitality Programme. 	
Primary Target Group(s)	Local communities and tourism interests, private promoters, young unemployed people, environmental and natural amenities groups including local history interests.	
Geographic Area	Kildare	
Organisation that will deliver the action	County Kildare Fáilte	
Collaborating Organisations	Kildare County Council, CKLP, Fáilte Ireland.	
Timeframe of Delivery of the Action	2017 – 2018	
Anticipated Outputs/Indicators and Targets		
Number of projects funded – new		1
Number of projects funded – existing (and when founded)		0
Number of jobs created – new (FT/ PT/ Seasonal)		2
Number of existing jobs sustained (FT/ PT/ Seasonal)		1
Number of each type of initiative funded:		
Cluster/network of Tourism Businesses		1
Promotion of area as “destination”		1
Value of Funding:		
Capital		€10,000
Training		€20,000
Marketing		€15,000
Analysis & Development		€20,000
Number of Visitors		8,000

Code	Strategic Action 1.2	
Title of Strategic Action	To support the growth of Kildare's tourism sector by improving and expanding on the quality and range of products on offer particularly within Hub/Cluster destination development areas.	
Brief Description of Strategic Action	Support the development of tourism plans for key tourism Hubs/clusters destinations such as: The Blueway Corridor, The Kildare/Meath Greenway; <i>and</i> The North-East Heritage Hub and fund new and existing tourism businesses throughout the county with a priority for product development/marketing in Hub and Cluster areas.	
Link to LECP	LECP Action 2.3.7: Support the expansion and development of tourism in Kildare through an investigation of key opportunities Action 4.3.1: Investigate the feasibility of the delivery of the Barrow Blueway and associated works that encourage modal shift from vehicular to cycle/walk and enhance the amenity use of the River Barrow.	
Primary Target Group(s)	Local communities and tourism interests, private promoters, young unemployed people, canal environmental groups, and local history interests.	
Geographic Area	The Blueway and Greenway Corridors - the catchment areas of Robertstown, Lowtown, Rathangan, Kildare Town, Monasterevin and Athy. The North East Kildare Heritage Hub - the catchment areas of Celbridge, Maynooth, Leixlip, and Kilcock and other destination areas.	
Organisation that will deliver the action	LAG, Kildare County Council in association with local tourism interests and businesses	
Collaborating Organisations	Waterways Ireland, Kildare Fáilte, and CKLP.	
Timeframe of Delivery of the Action	2017 -2020	
Anticipated Outputs/Indicators and Targets		
Number of projects funded – new		11
Number of projects funded – existing (and when founded)		0
Number of jobs created – new (FT/ PT/ Seasonal)		15
Number of existing jobs sustained (FT/ PT/ Seasonal)		20
Number of each type of initiative funded:		
Activity/Adventure Tourism (angling, walking, cycling)		4
Culture & Heritage Tourism		0
Rural Recreation		0
Eco-Tourism		1
Health & Wellness Tourism		0
Marine & Water-based Tourism		2
Agri-Tourism		0
Cluster/network of Tourism Businesses		2
Promotion of area as “destination”		2
Value of Funding:		
Capital		€430,000
Training		€26,920
Marketing		€40,000
Analysis & Development		€50,000
Number of Visitors		3,000+

Code	Strategic Action 1.3	
Title of Strategic Action	Build the capacity of Kildare's tourism sector	
Brief Description of Strategic Action	Provide individual and group mentoring and training to the tourism sector with particular emphasis on assisting the trade to maximise opportunities under Fáilte Ireland's IAE brand and cluster/destination areas.	
Principal Link to LECP	LECP Action 2.3.7: Support the expansion and development of tourism in Kildare through an investigation of key opportunities.	
Primary Target Group(s)	Existing and Start-up enterprises in the rural and agri-tourism sectors.	
Geographic Area	Kildare - with particular focus on the development of the Tourism Hubs.	
Organisation that will deliver the action	CKLP and Kildare Fáilte.	
Collaborating Organisations	Waterways Ireland, Kildare Fáilte, and CKLP.	
Timeframe of Delivery of the Action	Thematic Rolling Calls during 2017- 2018- 2019	
Anticipated Outputs/Indicators and Targets		
Number of projects funded – new		5
Number of projects funded – existing (and when founded)		5
Number of jobs created – new (FT/ PT/ Seasonal)		5
Number of existing jobs sustained (FT/ PT/ Seasonal)		5
Number of each type of initiative funded:		
Activity/Adventure Tourism (angling, walking, cycling)		1
Culture & Heritage Tourism		1
Rural Recreation		0
Eco-Tourism		1
Health & Wellness Tourism		0
Marine & Water-based Tourism		1
Agri-Tourism		0
Cluster/network of Tourism Businesses		4
Promotion of area as “destination”		0
Value of Funding:		
Training		€45,000
Analysis & Development (Technical Assistance)		€30,000
Number of Visitors		300+

Title of Local Objective	Increasing and expanding Enterprise Development in Rural Kildare
LEADER Theme	Economic and Enterprise Development and Job Creation
LEADER Sub-Theme	Enterprise Development
Rationale for the Objective	<p>As a county, Kildare experienced significant increases in unemployment rates due to the downturn in the economy. The high incidence of commuting is having a negative effect socially, economically and environmentally. The county is strategically positioned with its proximity to local, national and international markets. Therefore, this LDS must prioritise enterprise supports for new and existing micro- and SMEs. Capital, feasibility, training and mentoring supports will strengthen Kildare's local economy. Kildare's artisan food producers represent a growth area; opportunities exist in food tourism. New entrants to the market will need access to approved production units; therefore development of food hubs/units will benefit this growth.</p> <p>Kildare has a vibrant creative industry which needs to be supported to develop further and to build the brand. In addition, Kildare has a good stock of social enterprises and this area has been identified as a growth area. Awareness creation and research will assist this growth.</p>
Principal Link to the LECP	<p>LECP Objective 1.2: To promote and support a fully inclusive Kildare that proactively responds to the needs of the most excluded citizens of the county.</p> <p>LECP Objective 2.1: To build on the diversity of Kildare's urban centres to enhance their individual social and economic strengths, opportunities and challenges.</p> <p>LECP Objective 2.3: To continue to support rural communities in Kildare to become stronger and more sustainable, particularly through the provision of targeted skills development and renewal programmes, high quality broadband and the fostering of employment opportunities with a natural fit to rural areas such as agri-business renewable energy, sustainable rural tourism, and rural transport.</p> <p>LECP Objective 3.1: To continue to support sustainable economic development in Kildare by maximising its significance as a strategically located economic and employment hub within the Greater Dublin Area.</p> <p>LECP Objective 3.4: To support economic and business support solutions for start-ups to maximise their business potential and to promote a best practice enterprise culture that makes it easier to do business in Kildare.</p> <p>LECP Objective 6.5: To increase the level of support available within schools targeting more vulnerable students to remain in school.</p>
Financial Allocation	€1,020,000
No. of Strategic Actions	4

Code	Strategic Action 2.1	
Title of Strategic Action	County Flagship – Support Kildare’s Creative Network and Craft Design Hubs	
Brief Description of Strategic Action	Provide capital, technical and feasibility assistance, marketing and training support to Kildare’s growing craft sector as a mechanism to improve local economies, create jobs, research opportunities and renew town centres and strengthen the county’s craft sector.	
Link to LECP	LECP Action 2.1.4: Identify and implement flagship projects for urban renewal in the centres of towns and villages that will strengthen their economic and social fabric and increase their capacity to support the economic and social wellbeing of their rural hinterland.	
Primary Target Group(s)	Small craft entrepreneurs and start-up craft promoters, Traders Groups and Business Associations, and Private Promoters.	
Geographic Area	South and west Kildare, and north-east Kildare	
Organisation that will deliver the action	CKLP in conjunction with the Kildare Creative Network	
Collaborating Organisations	CKLP, North Kildare Chamber, Kildare LEO, Kildare Wicklow ETB, Solas	
Timeframe of Delivery of the Action	2017-2018: phased over 4 years.	
Anticipated Outputs/Indicators and Targets		
Start-ups funded		4
Existing enterprises funded		1
Number of jobs created – new (FT/ PT/ Seasonal)		5
Number of existing jobs sustained (FT/ PT/ Seasonal)		20
Number of enterprises funded in each sector:		
Agricultural Diversification		0
Food & Beverage		2
Marine Diversification		0
Creative Industry		2
Value of Funding:		
Capital		€110,000
Training		€30,000
Marketing		€30,000
Analysis & Development		€30,000

Code	Strategic Action 2.2	
Title of Strategic Action	Research and capacity building for LEADER-type enterprises in Kildare	
Brief Description of Strategic Action	Support Kildare's LEADER-type businesses including social enterprises to develop and grow through R&D, tailored training and specific mentoring services. This action will not duplicate the work of the LEO.	
Principal Link to LECP	LECP Action 6.5.6: Develop specific targeted job-relevant, entry-level STEM skill development programmes for Kildare NEETS.	
Primary Target Group(s)	Individual and micro-enterprises, young people.	
Geographic Area	Countywide.	
Organisation that will deliver the action	CKLP.	
Collaborating Organisations	Kildare LEO, North Kildare and Newbridge Chambers.	
Timeframe of Delivery of the Action	Ongoing over the four-year period, with rolling calls for applications for funding.	
Anticipated Outputs/Indicators and Targets		
Start-ups funded		5
Existing enterprises funded		0
Number of jobs created – new (FT/ PT/ Seasonal)		5
Number of existing jobs sustained (FT/ PT/ Seasonal)		20
Number of enterprises funded in each sector:		
Agricultural Diversification		2
Food & Beverage		3
Marine Diversification		0
Creative Industry		1
Social Enterprise		2
Value of Funding:		
Analysis & Development		€30,000
Training		€50,000

Code	Strategic Action 2.3	
Title of Strategic Action	Support and expand LEADER-type Micro/SME and Social Enterprise in Kildare	
Brief Description of Strategic Action	Provide funding for relevant LEADER-type business such as food, craft, farm diversification etc. to develop and expand through R&D, capital investment and marketing supports, leading to increased local job creation and service provision.	
Principal Link to LECP	LECP Action 3.1.5: Support the further development of small indigenous firms in key sectors (construction, equine, tourism, retail, manufacturing and leisure) through grant schemes.	
Primary Target Group(s)	Private promoters and social enterprises demonstrating eligible innovative enterprise projects.	
Geographic Area	Countywide.	
Organisation that will deliver the action	CKLP.	
Collaborating Organisations	Kildare LEO, Kildare Women in Business, North Kildare Chamber, Newbridge Chamber, and other Business Associations.	
Timeframe of Delivery of the Action	Ongoing over four-year programme, with a combination of rolling calls and time-limited calls for applications.	
Anticipated Outputs/Indicators and Targets		
Start-ups funded		20
Existing enterprises funded		10
Number of jobs created – new (FT/ PT/ Seasonal)		15
Number of existing jobs sustained (FT/ PT/ Seasonal)		10
Number of enterprises funded in each sector:		
Agricultural Diversification		4
Food & Beverage		6
Marine Diversification		0
Creative Industry		11
Social Enterprise		2
Hospitality		5
ICT		2
Value of Funding:		
Capital		€395,000
Training		€15,000
Marketing		€60,000
Animation		€30,000
Analysis & Development		€40,000

Code	Strategic Action 2.4	
Title of Strategic Action	Support Kildare's artisan food sector as a mechanism to create local jobs	
Brief Description of Strategic Action	Provide a range of supports to Kildare's artisan food sector and in particular support for co-operative initiatives.	
Link to LECP	LECP Action 3.1.2: Resource an Economic and County Promotion Development Unit within KCC to: - <ul style="list-style-type: none"> □ Support existing businesses and encourage their prosperity. □ Promote and market Kildare as a place to invest, work and do business. 	
Primary Target Group(s)	Local Artisan Food Producers and women in rural areas.	
Geographic Area	Countywide.	
Organisation that will deliver the action	Kildare Fáilte in collaboration with CKLP.	
Collaborating Organisations	Kildare County Council, North Kildare Chamber of Commerce, Kerry Foods and Bord Bia Kildare LEO (Food Academy).	
Timeframe of Delivery of the Action	2017-2020.	
Anticipated Outputs/Indicators and Targets		
Start-ups funded		10
Existing enterprises funded		10
Number of jobs created – new (FT/ PT/ Seasonal)		10 FT – 5 PT
Number of existing jobs sustained (FT/ PT/ Seasonal)		10
Number of enterprises funded in each sector:		
Agricultural Diversification		4
Food & Beverage		16
Value of Funding:		
Capital		€100,000
Training		€25,000
Marketing		€25,000
Analysis & Development		€50,000

Title of Local Objective	Developing clear, agreed plans to progress Social, Economic and Infrastructure of towns in Rural Kildare
LEADER Theme	Economic and Enterprise Development and Job Creation
LEADER Sub-Theme	Rural Towns
Rationale for the Objective	Huge disparity exists between Kildare's towns; those in the north are more densely populated and are essentially commuter zones. In contrast, the town and villages in the south of the county tend to be more rural in nature with smaller populations. As highlighted, many of Kildare's towns have become run down with poor streetscapes and public realm resulting in dormitory type towns. The CEDRA report highlights the importance of our towns as centres of social and economic activity. This LDS must prioritise the regeneration of such towns to ensure that they become viable market and employment centres, serving the town and surrounding hinterland. Support for local markets and festivals will build social capital and enhance the overall offering of Kildare's towns. Future development will require careful planning and technical support. The Athy Business Plan 2014/15 initiative and ISP plans will serve as a blueprint. This LDS will prioritise a number of Town Revival Business Plans as a mechanism to achieve progress in this area. Capital supports will be required to help realise these plans involving infrastructural, interpretation, recreational spaces, landscaping and streetscape development from around the county. Towns such as Kildare, Castledermot, Ballitore, Celbridge and Kilcock have been identified as priority areas for this LDS.
Principal Link to the LECP	LECP Objective 2.2: To enhance and regenerate Kildare's towns and villages by improving streetscapes and public realm and creating attractive urban places and spaces.
Financial Allocation	€335,000
No. of Strategic Actions	2

Code	Strategic Action 3.1	
Title of Strategic Action	Support four Town Revival Business Plans in specific towns in Kildare	
Brief Description of Strategic Action	Provision of technical support, awareness creation on the importance of local decision making and specific training for selected towns in Kildare as a mechanism to develop Town Revival Plans. The Athy and the ISP Plans will be used as a blueprint to guide this process.	
Principal Link to LECP	<p>LECP Action 2.2.1: Implement a collaborative policy that all Public Realm Projects will be carried out in consultation with the community in question and follows national guidelines and best practice for procurement and maintenance, leaving a lasting cultural identity.</p> <p>LECP Action 2.2.2: Explore the linkages with existing Community Support organisations to allow towns or villages to identify their strengths and weaknesses, and develop ways of improving the quality of life for the wider community.</p> <p>LECP Action 2.2.4: Address derelict sites in towns and villages by invoking the Derelict Sites Act to put a plan in place to work with owners and the community where relevant, to improve the facades.</p>	
Primary Target Group(s)	Local Businesses and Traders, Tourism and Heritage Groups, and Heritage and Amenity providers.	
Geographic Area	Kildare Town, Castledermot, Ballitore, Celbridge and Kilcock. (to be reviewed on a needs basis)	
Organisation that will deliver the action	CKLP.	
Collaborating Organisations	Kildare County Council, North Kildare Chamber of Commerce, the Lions Clubs and Local Business Associations.	
Timeframe of Delivery of the Action	2017-2020.	
Anticipated Outputs/Indicators and Targets		
Number of projects funded		4
Population in towns receiving funding		35,285
Number of projects funded by type:		
Value of Funding:		
Capital		€0
Training (4)		€20,000
Marketing		€0
Analysis & Development (4)		€80,000

Code	Strategic Action 3.2	
Title of Strategic Action	Kildare Rural Towns - Capital Support Programme.	
Brief Description of Strategic Action	Capital support for implementation of recommendations arising out of Kildare's town revival plans such as enhancement works/streetscape and landscaping and support for refurbishment of community buildings with Kildare towns.	
Link to LECP	<p>LECP Action 2.2.1: Implement a collaborative policy that all Public Realm Projects will be carried out in consultation with the community in question and follow national guidelines and best practice for procurement and maintenance leaving a lasting cultural identity.</p> <p>LECP Action 2.2.2: Explore the linkages with existing Community Support organisations to allow towns or villages to identify their strengths and weaknesses, and develop ways of improving the quality of life for the wider community.</p> <p>LECP Action 2.2.4: Address derelict sites in towns and villages by invoking the Derelict Sites Act to put a plan in place to work with owners and the community, where relevant, to improve the facades.</p>	
Primary Target Group(s)	Town traders, Chambers and Business Networks, and tourism and community interests.	
Geographic Area	Kildare Town, Castledermot, Ballitore, Celbridge and Kilcock. Applications from other towns and rural villages may also be considered where the need is clearly demonstrated and assistance will contribute to the strategic development of the local settlement/area.	
Organisation that will deliver the action	CKLP.	
Collaborating Organisations	Kildare County Council, Kildare LEO, and Kildare Fáilte.	
Timeframe of Delivery of the Action	Calls to issue from 2017 onwards.	
Anticipated Outputs/Indicators and Targets		
Number of projects funded		4 – 6
Population in towns receiving funding		35,285
Number of projects funded by type:		
Streetscape enhancement		1
Tidy Towns		1
Maintenance/Restoration/Upgrading of built environment in town		1
Development of recreation spaces		1
Development of markets		1
Development of festivals		1
Value of Funding:		
Capital		€235,000
Number of jobs created – new (FT/ PT/ seasonal)		10
Number of existing jobs supported (FT/ PT/ seasonal)		20

Title of Local Objective	Increasing access to Broadband in rural Kildare
LEADER Theme	Economic and Enterprise Development and Job Creation
LEADER Sub-Theme	Broadband
Rationale for the Objective	In recognition of the importance of high speed broadband access and acknowledging the National Broadband Plan, its budget and progress to date, Kildare still has areas with little or no broadband service provision. This gap in service can further compound rural isolation and impede social and economic progress. Small-scale investment in equipment for rural businesses and communities in areas with no service will benefit communities both socially and economically. In addition, the provision of technical assistance will assist specific research requirements in this area.
Principal Link to the LECP	LECP Objective 3.2: To continue to develop, encourage and create an environment for innovation, enterprise and entrepreneurship within the county.
Financial Allocation	€30,600
No. of Strategic Actions	1

Code	Strategic Action 4.1	
Title of Strategic Action	Support for small scale feasibility and equipment for increased broadband access.	
Brief Description of Strategic Action	Provision of support for feasibility studies and small-scale equipment for communities and rural businesses.	
Principal Link to LECP	LECP Action 3.2.1: Facilitate the development of a broadband and fibre network for the county and actively support the delivery of a rural digital hub within the county.	
Primary Target Group(s)	Youth Groups, Community Groups, Women's Network, local businesses.	
Geographic Area	Delivery in designated centres – northwest Kildare and south Kildare.	
Organisation that will deliver the action	CKLP.	
Collaborating Organisations	Kildare County Council, KWETB. North Kildare and Newbridge Chambers.	
Timeframe of Delivery of the Action	<input type="checkbox"/> Q1 and Q2 2017.	
Anticipated Outputs/Indicators and Targets		
Number of small scale equipment projects funded		2
Population benefiting from enhanced broadband as a result of equipment funding		15,000
Number of capacity building/training/information projects funded		4
Number of individuals participating in capacity building/training/information activities in relation to broadband		400
Number of new jobs created (FT/ PT/ Seasonal)		0
Number of existing jobs sustained (FT/ PT/ Seasonal)		5
Number (and value) of funding under the following headings:		
Capital		€10,600
Analysis & Development		€20,000

4.3.2 Theme 2: Social Inclusion

Title of Local Objective	Increasing access to community facilities and amenities in targeted areas
LEADER Theme	Social Inclusion
LEADER Sub-Theme	Basic Services: Hard-to-Reach Communities
Rationale for the Objective	As evidenced, Kildare has areas of disadvantage across all its Municipal Districts. Population density in some towns has led to hidden poverty and quality of life issues. Demand for facilities and services is increasing with the county's growing population. Integration of new residents is paramount to building sustainable healthy communities. In contrast, communities in Kildare's more rural towns and hinterlands are experiencing inadequate or no service provision leading to social and geographic isolation. There is a higher concentration of older people in the rural areas. Poor transport provision in some areas has resulted in barriers to employment for some harder-to-reach communities. Therefore, multifunctional community facilities and amenities will help to alleviate these imbalances, build social capital, assist integration and contribute to engagement within communities. Specific targeted animation, capacity building and training programmes are proposed to assist these harder-to-reach communities.
Principal Link to the LECP	<p>LECP Objective 1.2: To promote and support a fully inclusive Kildare that proactively responds to the needs of the most excluded citizens of the county.</p> <p>LECP Objective 2.3: To continue to support rural communities in Kildare to become stronger and more sustainable, particularly through the provision of targeted skills development and renewal programmes, high quality broadband and the fostering of employment opportunities with a natural fit to rural areas such as agri-business, renewable energy, sustainable rural tourism, and rural transport.</p> <p>LECP Objective 3.6: To actively engage in and facilitate the development of Kildare's sustainable tourism industry based on its unique heritage, culture and natural landscape.</p>
Financial Allocation	€543,680
No. of Strategic Actions	2

Code	Strategic Action 5.1	
Title of Strategic Action	Support for community Infrastructure and Activities in areas of greatest need	
Brief Description of Strategic Action	Provide capital, equipment and animation support to communities in greatest need enabling them to refurbish existing and develop new community facilities/amenities and support for a range of activities/projects that address the needs of harder-to-reach communities. There will be a particular emphasis on the provision of multi-user facilities that are both assessable and suitable for youth activities. (Funding for community facilities also available through SA 3.2)	
Link to LECP	<p>LECP Action 1.2.3: Agree and implement the Kildare SICAP Plan 2016 based on the review of progress during 2015, in line with priority objectives emerging.</p> <p>LECP Action 2.3.1: Commence implementation of the new LEADER Rural Development Strategy for the county.</p>	
Primary Target Group(s)	Community groups, youth and special interest groups.	
Geographic Area	Kilcock, Monasterevin, Ardclough, Robertstown and Castlemitchell.	
Organisation that will deliver the action	CKLP.	
Collaborating Organisations	Kildare County Council.	
Timeframe of Delivery of the Action	2017-2020.	
Anticipated Outputs/Indicators and Targets		
Number of services funded – new		3
Number of services funded – existing (and when founded)		2
Number of jobs created – new (FT/ PT/ Seasonal)		3
Number of existing jobs sustained (FT/ PT/ Seasonal)		2
Number of projects funded per type of service:		
Social Amenities		3
Recreational/Physical Amenities		2
Nature of services provided		
To provide a service that does not currently exist		2
To enhance participation/outcomes of a service (through tailored supports for marginalised groups)		3
Number of projects funded that have the following as primary or secondary target groups:		
Older people		3
People with a disability		2
Children		5
Young people		5
Travellers		2
Migrants/New communities		2

Unemployed people	5
People living alone	5
Numbers of people availing of the services provided (by type of service):	
Social Amenities	100
Recreational/Physical Amenities	500
Retail/Financial Services	500
Value of Funding:	
Capital	€233,680
Animation	€50,000

Code	Strategic Action 5.2	
Title of Strategic Action	Capacity building and technical support for harder-to-reach communities	
Brief Description of Strategic Action	Support communities in greatest need through the provision of technical support enabling these communities to build social capacity through engagement in project development and involvement in local decision-making processes in developing action plans.	
Principal Link to LECP	<p>LECP Action 1.2.3: Agree and implement the Kildare SICAP Plan 2016 based on the review of progress during 2015, in line with priority objectives emerging.</p> <p>LECP Action 2.3.1: Commence implementation of the new LEADER Rural Development Strategy for the county.</p>	
Primary Target Group(s)	Rural communities that have experienced significant population growth during the intercensal period 2006-2011.	
Geographic Area	Ballitore, Newtown, Sallins, Kilberry, Celbridge, Castledermot, Allenwood and catchment area, Ballymore Eustace and catchment area, and Derrinturn.	
Organisation that will deliver the action	CKLP.	
Collaborating Organisations	Kildare County Council.	
Timeframe of Delivery of the Action	2017-2020.	
Anticipated Outputs/Indicators and Targets		
Number of services funded – new		3
Number of services funded – existing (and when founded)		2
Number of jobs created – new (FT/ PT/ Seasonal)		0
Number of existing jobs sustained (FT/ PT/ Seasonal)		0
Number of projects funded per type of service:		
Social Amenities		2
Recreational/Physical Amenities		2
Personal support Services		1
Nature of services provided		
To enhance participation/ outcomes of a service (through tailored supports for marginalised groups)		5
Number of projects funded that have the following as primary or secondary target groups:		
Older people		5
People with a disability		5
Children		5
Young people		5
Travellers		5
Migrants/New communities		5

Unemployed people	5
People living alone	5
Numbers of people availing of the services provided (by type of service):	
Social Amenities	500
Recreational/Physical Amenities	500
Value of Funding:	
Training	€60,000
Analysis & Development (4)	€120,000
Animation	€80,000

Title of Local Objective	Developing employment, education and social opportunities targeting vulnerable Young People in rural Kildare
LEADER Theme	Social Inclusion
LEADER Sub-Theme	Rural Youth
Rationale for the Objective	The fact that Kildare has the highest rate of young people in the State with 37% (77,832) of its population aged 0-24 years highlights the need for prioritisation in this area. Youth unemployment and lower education attainment is more concentrated in some areas of the county. Therefore, specific targeting is required. There is a need to provide tailored training and upskilling initiatives and support in line with the needs of young people. Accessible upskilling, personal development and capacity building is required to support Kildare's young people to progress socially and economically. Aware of the need to provide adequate social and recreational facilities for young people, this LDS will prioritise support for such projects as a mechanism to combat social isolation and promote positive mental health. Particular emphasis will be on communities that have the greatest need.
Principal Link to the LECP	LECP Objective 9.1: To respond to the rapidly growing young population in Kildare by supporting children and young people to be active and healthy, achieving full potential in all areas of learning and development. LECP Objective 9.2: To continue to plan for the provision of accessible youth spaces in newly designed community facilities across the county. LECP Objective 9.3: To increase youth involvement in planning and representative structures.
Financial Allocation	€650,000
No. of Strategic Actions	2

Code	Strategic Action 6.1	
Title of Strategic Action	Flagship - Rural Youth Training for empowerment and employment Initiative.	
Brief Description of Strategic Action	Provision of responsive needs-driven training for young unemployed people to meet local employment opportunities. This action will complement the work of other agencies and will involve a multi-agency response.	
Link to LECP	LECP Action 9.1.1: Support the Children's and Young People's Services Committee (CYPSC) to implement its strategic plan 2015-2017, which focuses on improved service delivery.	
Primary Target Group(s)	Unemployed people aged 18- 25 years.	
Geographic Area	Areas of high youth unemployment, as highlighted in the Area Profile.	
Organisation that will deliver the action	CKLP.	
Collaborating Organisations	North Kildare Chamber, Corporate Business Sector, KWETB, DSP, Kildare Youth Service (KYS), and CYPSC.	
Timeframe of Delivery of the Action	Q2: 2017 to Q4: 2019.	
Anticipated Outputs/Indicators and Targets		
Number of projects funded		4
Number of projects funded by type of initiative:		
Youth Development		4
Nature of services provided:		
To provide a service that does not currently exist		0
To enhance access to a service that is not in the locality (through transport)		0
To enhance participation/ outcomes of a service through tailored support to young people in disadvantaged areas to encourage their participation in particular activities/ enhance outcomes in key areas (employment training for example)		4
Number of young people directly participating:		
Youth Development		100
Value of Funding:		
Training		€150,000
Analysis & Development		€30,000
Animation		€70,000

Code	Strategic Action 6.2	
Title of Strategic Action	Develop and enhance youth facilities and amenities and build the capacity of young people	
Brief Description of Strategic Action	Support the development of youth facilities and activities and provide relevant bespoke training opportunities that build the capacity of young people in areas of greatest need.	
Link to LECP	LECP Action 9.2.1: Integrate the design of youth facilities as part of all newly planned community facilities in the county.	
Primary Target Group(s)	Young people, youth clubs, scouts and girl guides. Local Community Interests.	
Geographic Area	All areas of Kildare but also a focus on the disadvantaged areas of Kildare.	
Organisation that will deliver the action	CKLP and Youth Project Promoters	
Collaborating Organisations	KYS, Foróige, Comhairle na nÓg, Tusla, KCC, South West Regional Drugs and Alcohol Task Force, and Department of Justice - Garda Diversion Programme.	
Timeframe of Delivery of the Action	Q2: 2017 – 2020.	
Anticipated Outputs/Indicators and Targets		
Number of projects funded		10
Number of projects funded by type of initiative:		
Youth Clubs/Cafes		5
Youth Entrepreneurship		0
Sport/Recreation		0
Arts		2
Youth Development		3
Nature of services provided:		
To provide a service that doesn't currently exist		2
To enhance access to a service that is not in the locality (through transport)		0
To enhance participation/ outcomes of a service through tailored support to young people in disadvantaged areas to encourage their participation in particular activities/ enhance outcomes in key areas (employment training for example)		8
Number of young people directly participating:		
Youth Clubs/Cafés		300
Youth Entrepreneurship		0
Sport/Recreation		0
Arts		40
Youth Development		150
Value of Funding:		
Capital		€400,000

4.3.3 Theme 3: Rural Environment

Title of Local Objective	Increasing awareness and supporting sustainable water management
LEADER Theme	Rural Environment
LEADER Sub-Theme	Protection and Sustainable Use of Water Resources
Rationale for the Objective	The Kildare LECP 2016–2021 notes that living more sustainably is essential if future generations in Kildare are to enjoy an environment equal to or better than the one experienced today. The consultation process echoed this by identifying the importance of environmental amenities in making a significant contribution to the wellbeing of all residents, visitors and businesses alike. It is recognised that the environment plays a significant role in a sense of identity and cultural wellbeing. It is also a key contributor to the economy and plays an important role in supporting and cultivating a vibrant community and voluntary sector. Awareness about sustainable practices is a critical first step in supporting a sustainable county. Given environmental sensitivities, there is a need to provide technical support for individuals and communities in this area. In addition, awareness raising and training will ensure that Kildare’s local water resources are protected.
Principal Link to the LECP	LECP Objective 11.1: Identify, protect and enhance Kildare’s biodiversity for the benefit of the county’s environmental, social and economic wellbeing.
Financial Allocation	€100,000
No. of Strategic Actions	1

Code	LO7:SA 7.1	
Title of Strategic Action	Sustainable Water Resource Management Programme.	
Brief Description of Strategic Action	Provide technical support and training for individuals and communities to build their awareness, undertake studies and activities that lead to greater protection and sustainability of local water resources.	
Link to LECP	LECP Action 11.1.3: Work with Waterways Ireland to develop canals across Kildare and support canal communities to capitalise on their natural environment for economic benefits.	
Primary Target Group(s)	Local Tidy Towns Groups, Heritage Interests, Tourism Promoters and Environmental Interest Groups.	
Geographic Area	West and north-west Kildare, and south Kildare.	
Organisation that will deliver the action	CKLP.	
Collaborating Organisations	Waterways Ireland, KCC, National Parks and Wildlife Service, Bord na Móna, Department of Agriculture, Food and the Marine.	
Timeframe of Delivery of the Action	Q1 and Q4: 2017. Ongoing during 2017-2019.	
Anticipated Outputs/Indicators and Targets		
Number of projects funded – new		4
Number of projects funded – existing (and when founded)		10
Number of jobs created – new (FT/ PT/ Seasonal)		0
Number of existing jobs sustained (FT/ PT/ Seasonal)		0
Type of project funded:		
Wind energy		0
Solar power		1
Energy other		1
Education and awareness programmes		5
Impact assessment		2
Local co-ordination initiatives		2
Technical/scientific co-operation		1
Nature conservation initiatives		1
Recycling		1
Value of Funding:		
Training		€50,000
Analysis & Development		€50,000

Title of Local Objective	Increasing awareness and protecting Kildare's unique landscape
LEADER Theme	Rural Environment
LEADER Sub-Theme	Protection and Improvement of Local Biodiversity.
Rationale for the Objective	<p>Kildare's landscapes and natural and built heritage is of paramount importance to the county. Many sensitive ecosystems exist and there is a wealth of biodiversity, including sensitive bogland areas, inland waterways. Developments in this area will attract visitors and result in increased public goods for local people; however, this must be balanced with protection. This will be achieved through best practice to ensure protection of the county's unique biodiversity. The county's Biodiversity Plan will act as a good guidance document and model of good practice. Communities and individuals are in need of support and appropriate technical advice and guidance; training and awareness-raising initiatives will enhance capacities in this area. In addition, there will be a requirement for capital and marketing support to implement such projects.</p> <p>Given the environmental sensitivities attached to the Curragh Plains, it has been identified as a priority area. This LDS will seek to support the development of an Integrated Landscape Management Plan for the Curragh Plains as a mechanism for future protection and conservation.</p>
Principal Link to the LECP	LECP Objective 11: Identify, protect, and enhance Kildare's biodiversity for the benefit of the county's environmental, social and economic wellbeing.
Financial Allocation	€400,000
No. of Strategic Actions	3

Code	Strategic Action 8.1	
Title of Strategic Action	Biodiversity awareness and protection programme	
Brief Description of Strategic Action	Provide technical, animation and training support to communities to raise awareness and understanding of local biodiversity and countryside management, ensuring that capacities and skills developed in this area will be in line with best practice.	
Principal Link to LECP	<p>LECP Action 11.1.1: To support the actions of County Kildare biodiversity groups (e.g. Irish Peatland Conservation Council (IPCC), Kildare BirdWatch, Kildare Bat Group, Tidy Towns groups) in protecting and raising awareness of the county's biodiversity.</p> <p>LECP Action 11.1.2: Support the implementation of the County Kildare Biodiversity Plan and any revisions.</p> <p>LECP Action 11.1.5: Prepare an inventory of locally important biodiversity sites in the county to support the nationally designated sites and seek to ensure that they are protected through local authority planning processes.</p> <p>LECP Action 11.1.6: Develop a biodiversity awareness-raising campaign that focuses upon:</p> <ul style="list-style-type: none"> <input type="checkbox"/> General awareness of biodiversity and heritage <input type="checkbox"/> Protecting species and habitats <input type="checkbox"/> Conservation of key habitats and sites such as peatlands, hedgerows, rivers, canals and the Curragh <input type="checkbox"/> Climate change <input type="checkbox"/> Invasive species 	
Primary Target Group(s)	Community Groups, Environment Groups, and Tidy Towns Groups.	
Geographic Area	Countywide.	
Organisation that will deliver the action	CKLP.	
Collaborating Organisations	Kildare County Council, Sustainable Energy Authority of Ireland (SEAI), and Irish Parks and Wildlife Service.	
Delivery Timeframe	Q3 and Q4 2016. Ongoing in 2017 and 2018.	
Anticipated Outputs/Indicators and Targets		
Number of projects funded – new		6
Number of projects funded – existing (and when founded)		10
Number of jobs created – new (FT/ PT/ Seasonal)		0
Number of existing jobs sustained (FT/ PT/ Seasonal)		0
Type of project funded:		
Education and awareness programmes		10
Impact assessment		2
Local co-ordination initiatives		2
Technical/scientific cooperation		0
Nature conservation initiatives		2
Recycling		0
Number (and Value) of Funding under the following headings:		
Training		€20,000
Animation		€50,000
Analysis & Development		€20,000

Code	Strategic Action 8.2	
Title of Strategic Action	Enhance and protect Kildare's unique local biodiversity	
Brief Description of Strategic Action	Provide support for the development of local biodiversity projects such as river walks, parks, and nature corridors ensuring increased awareness, access, enjoyment and protection for the future.	
Link to LECP	LECP Action 11.1.6: Develop a biodiversity awareness-raising campaign that focuses upon: <ul style="list-style-type: none"> <input type="checkbox"/> General awareness of biodiversity and heritage <input type="checkbox"/> Protecting species and habitats <input type="checkbox"/> Conservation of key habitats and sites such as peatlands, hedgerows, rivers, canals and the Curragh <input type="checkbox"/> Climate change <input type="checkbox"/> Invasive species 	
Primary Target Group(s)	Community Groups, Social Enterprises and Entrepreneurs, Farmers (1), Rural Dwellers, Tidy Towns Activists, Environmental Interests, Local Businesses, and Individual Entrepreneurs.	
Geographic Area	Northwest, west and south Kildare.	
Organisation that will deliver the action	CKLP, working with Communities of Interest	
Collaborating Organisations	Bord na Móna, Coillte, National Parks and Wildlife Service, IPCC, SEAI, Maynooth University, KCC, CKLP, Waterways Ireland, and the Irish Wind Energy Association (IWEA).	
Timeframe of Delivery of the Action	Q2 2017, and ongoing to end of 2019.	
Anticipated Outputs/Indicators and Targets		
Number of projects funded – new		2
Number of projects funded – existing (and when founded)		1
Number of jobs created – new (FT/ PT/ Seasonal)		2
Number of existing jobs sustained (FT/ PT/ Seasonal)		1
Type of project funded:		
Education and awareness programmes		1
Impact assessment		0
Local co-ordination initiatives		0
Technical/scientific co-operation		1
Nature conservation initiatives		0
Recycling		1
Number (and Value) of Funding under the following headings:		
Capital		€180,000
Analysis & Development		€30,000

Code	Strategic Action 8.3	
Title of Strategic Action	Integrated landscape plan for the Curragh Plains	
Brief Description of Strategic Action	Provide animation and technical support towards the development of an integrated biodiversity landscape action plan for the Curragh Plains.	
Principal Link to LECP	LECP Action 11.1.6: Develop a biodiversity awareness-raising campaign <ul style="list-style-type: none"> <input type="checkbox"/> General awareness of biodiversity and heritage <input type="checkbox"/> Protecting species and habitats <input type="checkbox"/> Conservation of key habitats and sites such as peatlands, hedgerows, rivers, canals and the Curragh <input type="checkbox"/> Climate change <input type="checkbox"/> Invasive species 	
Primary Target Group(s)	Farmers (1), Environmental Agencies, Environment Groups, IPCC, the Department of Defence.	
Geographic Area	The Curragh and the West Kildare Peatlands are appropriate areas for the development of a High Nature Value scheme.	
Organisation that will deliver the action	CKLP.	
Collaborating Organisations	Local Communities, tourism interests, Maynooth University, KCC, Environmental Protection Agency, Waterways Ireland, the National Parks and Wildlife Service, Department of Defence, and Teagasc. (Potential for engagement with Horizon 2020 and EU LIFE (biodiversity and environmental policy projects of European importance))	
Timeframe of Delivery of the Action	Q1 2017 and ongoing.	
Anticipated Outputs/Indicators and Targets		
Number of projects funded – new		1
Number of projects funded – existing (and when founded)		0
Number of jobs created – new (FT/ PT/ Seasonal)		0
Number of existing jobs sustained (FT/ PT/ Seasonal)		0
Type of project funded:		
Education and awareness programmes		1
Impact assessment		0
Local co-ordination initiatives		0
Technical/scientific co-operation		0
Nature conservation initiatives		0
Recycling		0
Number (and Value) of Funding under the following headings:		
Training		€25,000
Analysis & Development		€30,000
Animation		€45,000

Note (1): This action will encourage the involvement of farmers as members of the wider community. However, the RDP cannot replicate supports available to eligible farmers under GLAS. If individual farmers have qualified for assistance/have received assistance under GLAS, then based on the Operating Rules of the RDP, those particular farmers cannot also receive a financial support from the RDP. A verification question in this regard in respect of farmers will be part of any application form submitted by the applicant.

Title of Local Objective	Developing employment opportunities in renewable energy
LEADER Theme	Rural Environment
LEADER Sub-Theme	Development of Renewable Energy.
Rationale for the Objective	<p>As Ireland works towards meeting European 2020 targets, Kildare must prioritise support for renewable energy businesses. The county has a very high incidence of commuting for work purposes, therefore local employment opportunities must be supported. The county's proximity to large urban markets is an advantage for new businesses in this area. New employment opportunities in this area will help address current unemployment figures. Communities and individuals must build their awareness and capacity in the area of renewable energy as the county moves towards increased sustainability. The CDP 2011–2017 and the LECP 2016–2021 both identify the need to focus upon supporting, promoting and actively developing sources of renewable energy. These plans also note the potential for rural Kildare to develop renewable energy in response to local energy needs. The consultation process identified some recognition of the need to develop Kildare as a sustainable county, one that is capable of adopting alternative approaches to living and working and thereby reducing the use of natural resources. Construction methods, energy efficiency, renewable energy, anaerobic digestion, photovoltaic, renewable heat incentives, modal shift, supporting locally owned businesses, and building strong communities are some of the ways in which individuals, businesses and communities might contribute to making a positive difference to their local environment. The Green Economy Progress Report (Dec. 2013) noted that 'the Green Economy is one of the most dynamic and rapidly growing markets in the world. While many other sectors have struggled during the recession, it is estimated that in the five years to 2015, the market for green goods and services will have grown globally at an average growth rate of nearly 4% per annum'. The LDS recognises the opportunity for Kildare to become a sustainable county.</p>
Principal Link to the LECP	<p>LECP Objective 12.2: Support the development of a secure and affordable energy supply, renewable and efficient energy infrastructure (including buildings) for business, public sector and the community to improve competitiveness, security and reduce costs.</p> <p>LECP Objective 12.3: Maximise the ability of communities to be self-sufficient in food production, energy savings and production, waste disposal etc.</p>
Financial Allocation	€180,000
No. of Strategic Actions	1

Code	Strategic Action 9.1	
Title of Strategic Action	Increase employment through renewable energy businesses and build greater awareness and capacities in this area of renewables.	
Brief Description of Strategic Action	Support new and existing renewable energy businesses as a mechanism to reduce carbon emissions and create local employment. Provide technical assistance, feasibility support to individuals and communities to raise greater awareness and build capacities in this area.	
Principal Link to LECP	<p>LECP Action 12.1.5: Work with relevant stakeholders to understand the potential of rural Kildare to deliver services and employment to meet the county's urban demands (e.g. energy food, natural resources) in line with a local development strategy.</p> <p>LECP Action 12.1.6: Work with Maynooth University and the EPA to increase the county's role in delivering a greener, circular economy (e.g. the opportunity for our waste management sites to have green economy spin offs).</p> <p>LECP Action 12.2.4: Actively promote Sustainable Energy Communities in Kildare by developing a set of potential applications for the next round of funding 2016-2021 and supporting 'Be Your Own Energy Manager'.</p> <p>LECP Action 12.3.1: Provide community awareness on:</p> <ul style="list-style-type: none"> <input type="checkbox"/> How to develop small biomass energy provision for communities. <input type="checkbox"/> Participate in EPA Local Authority Prevention Network to engage communities in sustainability. 	
Primary Target Group(s)	Community groups, social enterprises and entrepreneurs, farmers (1), rural dwellers, Tidy Towns Activists, Environmental Interests, Local Businesses, and Individual Entrepreneurs.	
Geographic Area	Countywide.	
Organisation that will deliver the action	CKLP.	
Collaborating Organisations	Kildare County Council and SEAI.	
Timeframe of Delivery of the Action	Q1 and Q4 2017. Ongoing in 2017 and 2018.	
Anticipated Outputs/Indicators and Targets		
Number of projects funded – new		4
Number of projects funded – existing (and when founded)		0
Number of jobs created – new (FT/ PT/ Seasonal)		0
Number of existing jobs sustained (FT/ PT/ Seasonal)		0
Type of project funded:		
Solar power		1
Energy other		1
Education and awareness programmes		1
Impact assessment		0
Local co-ordination initiatives		1
Recycling		0
Number (and Value) of Funding under the following headings:		
Capital		€120,000
Training		€20,000
Analysis & Development		€40,000

Section 5 Strategic Integration

5.1 Cross-Cutting Objectives

In the development of the Kildare LDS, the cross-cutting objectives of innovation, environment and climate change were acknowledged. The process of review included:

- ❑ Review of investments made during the 2009-2013 Programme period
- ❑ Review of key policies related to rural development
- ❑ Review of existing service provision within the LDS area
- ❑ Consultation process that involved the community, business and statutory bodies
- ❑ Analysis of the key gaps identified through the process, *and*
- ❑ Development of objectives in the light of existing service provision, and the integrated needs of the rural environment

Based on previous experience of the LEADER Programme, it is anticipated that many of the projects presented to the LAG for consideration will be multi-dimensional. These will combine elements that run across the three Programme themes and sub-themes. By their nature, these will be cross-cutting, and will potentially represent an integrated initiative within the Programme. Typical examples that are anticipated include projects that engage with rural youth through the application of aspects of increased understanding of biodiversity and enterprise development. Kildare LDS will support such integrated projects within the framework of the LEADER Programme.

5.1.1 Innovation

Kildare LDS recognises the importance of flexibility in the piloting of new products, technologies, and markets. Consequently, the LDS will, through animation and subsequent project calls, target start-ups, existing businesses, and communities that demonstrate the capacity to:

Be market focused, and address the needs of the individual or community, be it in economic or societal terms or both

Ensure that the people involved will be encouraged to build on their own strengths

Sensitively exploit current opportunities and follow on for longer-term gain. This could involve collaborative opportunity, and

Work in a focused manner to develop their idea, business or community

The LDS has taken consideration of Fáilte Ireland's strategy, and the focus on Product Development is aligned to both the LECP and Fáilte Ireland's Strategy Outline for 2016. The LAG has also taken cognisance of the Fáilte Ireland briefing to potential LAGs. In terms of Capital Funding, if a project is more suitable for Fáilte Ireland investment, Kildare LAG will defer.

Community Facilitation will focus on training communities to organise, strategies, and implement their own actions.

Whilst the LAG will focus on applicants that demonstrate that they have the characteristics of an innovator, the LAG itself will also focus on innovation in terms of operational and

behavioural change in how it conducts its own affairs and manages the Programme.

Specific dimensions of innovation provided for in the LDS include:

Innovative use of existing resources

Supporting new goods, products, and services based on need and demand and the capacity to develop demonstrators and pilot projects

Horizontal integration across themes and cross-cutting objectives

Meeting unfulfilled demand where gaps currently exist in the marketplace, and

Design and development of socially innovative solutions to specific needs and gaps in services in the economic and social infrastructure in local community sectors

5.1.2 Environment

The researched actions proposed have been guided by the EU Commission's 'Thematic Strategy on the Sustainable Use of Natural Resources'.¹⁶

The aim of the strategy is to reduce the rate of depletion of resources and increases in pollution whilst meeting the economic growth and employment objectives of the Lisbon European Council. All resource-consuming sectors are taken into account with a view to improving resource yield, reducing the environmental impact of resource use, and replacing excessively polluting resources with alternatives.

Specifically, the LDS identifies actions across the sub-theme areas that are designed to ensure the efficient and sustainable use of natural resources. The actions have been developed to ensure that the protection of the environment is recognised as being of paramount importance. Support for the provision of local employment opportunities is provided for across all relevant actions to reduce the levels of carbon footprint.

The LDS supports the EU Commission's requirement through the provision of training for local communities on the key issues of improving biodiversity, implementing practical water conservation measures, and by investment in strategic renewable energy sources. In this regard, the focus will be consistent with the Kildare LECP. To this end, the LAG and its Implementation Partners commit to working alongside all relevant agencies for the conservation, protection and enhancement of the environment, and will seek to ensure that the principles of environmental good practice apply to its work with individuals and community groups.

5.1.3 Climate Change

In developing the LDS, cognisance has been taken of the guidance of the Environmental Protection Agency (EPA)¹⁷ as quoted below.

Human health benefits of contact with nature and green spaces are well proven and are key to encouraging the active lifestyles needed to prevent issues such as obesity, cardio-vascular disease and Type-2 diabetes that are affecting much of our population. For this reason, sustainable communities will require recreational spaces and also areas of wildness. This 'green infrastructure' would be provided via informed planning at LA [local authority] level, and then actively maintained by local groups and public bodies. Schemes such as LEADER could be used to support this by developing projects to deliver, for example: Infrastructure that

¹⁶ COM (2005) 670

¹⁷ EPA Submission on Community Development (2015)

enables physical activity; Mapping our natural heritage; Safe walking in rural roads.

The concept of the Circular Economy has come to prominence recently and is seen as an economic model that puts emphasis on preserving products, components and materials in use for as long as possible. However, in a fuller sense, the Circular Economy also addresses and supports concepts such as:

- Equity of access to resources
- Valuing ecosystem services
- Wellbeing of human health and the environment, and
- Fair social and employment structures

From a community perspective, the framework of the Circular Economy is well aligned with local and community development by emphasising local enterprises that repair and maintain products in place of purchasing new (imported) items. This is entirely aligned with the Action Plan for Jobs ambition “to stimulate the domestic economy and generate employment in locally traded sector”.

In a similar vein, local-level tourism initiatives generate employment and wealth in communities – often in areas where other economic activity is subdued. This is again fully in line with the strong focus within the Action Plan for Jobs on tourism as an engine to stimulate the domestic economy. Specific actions from the action plan that have L&CD relevance include self-guiding tours/trails-based cultural and artistic collections; heritage tourism initiatives; a national park trails network; arts venues, festivals, and touring initiatives.

SMEs play a critical role in local economies, particularly in rural areas. Supports must be put in place to help these businesses to thrive (such as via EPA’s Green Business programme); and also to foster new businesses – with the support of the respective LEOs [local enterprise offices] central to this.

The objectives and actions of the LDS directly address the recommendations made by the EPA in their guidance note.

Kildare LAG will prioritise:

- Work with Teagasc and the Farm Bodies to relay expertise on greenhouse gas emissions to farmers
- Invest in the sustainable use of natural resources
- Development of activity tourism – Fáilte Ireland
- Development of artisan and added-value local food product – Bord Bia, and
- Encouragement of locally traded services within rural communities

The actions recognise the need to make better use of resources and to promote more sustainable means of doing things. Proposals will be subject to a rigorous proofing process, which will aim to ensure that every effort is made to reduce the carbon footprint of community and local industry based initiatives.

5.1.4 Animation of Measures: Cross-Cutting Themes

The above actions will be stimulated through animation of individuals and communities and, where relevant, by direct referral to the relevant State bodies. Animation will be an ongoing process throughout the programme.

5.1.5 Monitoring of Progress

The LAG Actions outlined above will be populated in the annual action plan. Their completion as actions and investment will be recorded on the IT System.

5.2 Policy Context

The development of Kildare LDS was undertaken having regard to the range of key high-level policies and strategic statements ranging across:

- International level
- European level
- National level
- Regional level
- Local level

5.2.1 Sustainable Development

Table 29 – Sustainable Development Policy Alignment

Policies and Objectives Relevant to the LDS	Kildare LDS Alignment
<p>Europe 2020:</p> <ul style="list-style-type: none"> ❑ 75% of 20-64-year-olds to be employed ❑ 3% of the EU's GDP to be invested in research and development (R&D) ❑ Fewer people (20m) in or at risk of poverty and social exclusion ❑ Early school leavers should be below 10% ❑ 40% of younger generation should have a third level qualification; ❑ 20/20/20 climate energy targets 	<ul style="list-style-type: none"> ❑ Encourage employment and social employment creation. Provide structures to support job creation and growth ❑ Help younger people engage and involve with their local communities ❑ Decouple economic growth from the use of scarce natural resources. Encourage the use of renewable energies
<p>National Partnership Agreement (Ireland 2014-2020):</p> <ul style="list-style-type: none"> ❑ Extend broadband roll-out and availability of high-speed networks ❑ Promote entrepreneurship, facilitating the economic exploitation of new ideas, and fostering the creation of new firms including through business incubators ❑ Support the capacity of SMEs to grow in local markets ❑ Support access to employment including long-term unemployed and people distant from the labour market ❑ Sustainable integration of young people into the labour market, particularly those from marginalised communities and those at risk of social exclusion ❑ Combat all forms of discrimination ❑ Improve access to tertiary and equivalent education, increasing participation and attainment levels particularly for the disadvantaged ❑ Promote flexible learning pathways to encourage continuous development of knowledge, skills and competencies 	<ul style="list-style-type: none"> ❑ Focus on generating new enterprises and assisting these businesses to get off the ground ❑ High-speed broadband connection for enhanced communication, economic progression and community integration ❑ Support and encourage the provision of broadband to all citizens in the area helping develop digital enterprise and job creation ❑ The availability of broadband is essential for training, up-skilling, life-long learning. ❑ The provision of employment will also help to integrate and retain younger people in the county, and help sustain communities and enterprises.

Policies and Objectives Relevant to the LDS	Kildare LDS Alignment
<p>Local Economic and Community Plan (LECP): High-level goals, objectives and actions required to promote and support local economic and community development:</p> <ol style="list-style-type: none"> 1. Population 2. Urban-Rural Mix 3. Economic and Employment 4. Sustainable Transport 5. Housing 6. Education 7. Health and Wellbeing 8. Safe Communities 9. Children and Young People 10. Community Recreation, Arts, Heritage and Culture 11. Environmental Quality 12. A Sustainable County 	<ul style="list-style-type: none"> ❑ Development of rural tourism ❑ Creating new opportunities for enterprise and work ❑ Reviving rural towns as dynamic locations to live and work ❑ Implementing a Kildare broadband initiative to realise opportunities ❑ Enhancing community supports to provide basic services for hard-to-reach local communities ❑ Providing youth activation measures to support the growing young population ❑ Recognising the opportunities afforded by the development of local water resources ❑ Focusing on improving the environmental sustainability of rural communities in the county ❑ Encouraging innovative uses of alternative energy, thereby reducing the impacts of climate change

5.2.2 Economic Development

Table 30 - Economic Development Policy Alignment

Policies and Objectives Relevant to the LDS	Kildare LDS Alignment
<p>CEDRA: Economic Development of Rural Areas: Report of the Commission for the Economic Development of Rural Areas: <i>‘There is an abundance of natural, physical, human and capital resources and a wide variety of high quality, including dormant, assets in many rural communities that could be leveraged to support national economic growth and the development of these communities’.</i></p>	<ul style="list-style-type: none"> ❑ Mobilising community capacity for rural economic development ❑ Supporting creative industries in rural areas ❑ Supporting food development (artisan and speciality) ❑ Supporting the development of sustainable and renewable energy ❑ Supporting the REDZ ❑ Supporting the sensitive development of marine attributes ❑ Supporting tourism, recreation and leisure in rural areas
<p>Social Enterprise Policy: <i>Social Enterprise In Ireland Sectoral Opportunities and Policy Issues (Forfás):</i></p> <ul style="list-style-type: none"> ❑ Sectoral opportunities include: community retail and care services, tourism and heritage products, leisure and sports services; and energy production ❑ Social enterprises are rooted in local and community development ❑ Social enterprises can assist economic and community developments, such as local festivals or community run hostels ❑ The nature of social enterprises is such that goods and services tend to be provided locally and so the jobs are created in local communities ❑ They can provide jobs across a range of skill-sets including those most marginalised ❑ They can provide jobs to those most distant from the labour market, both spatially and socially 	<ul style="list-style-type: none"> ❑ Encouraging key social enterprise opportunities ❑ Encouraging social enterprises to support the provision of goods and services at local level, thus supporting more resilient rural communities ❑ Supporting social enterprises that encourage economic activity at community level ❑ Supporting the development of social enterprises that can provide employment appropriate to the needs and skills of the most marginalised

Policies and Objectives Relevant to the	Kildare LDS Alignment
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LDS	
<p>Action Plan for Jobs 2015:</p> <p>The Action Plan for Jobs is a whole-of-Government initiative established in 2012, under which all Government Departments and Agencies work together to deliver on five strategic ambitions:</p> <ul style="list-style-type: none"> ❑ To support 100,000 additional jobs by 2016 ❑ To get Ireland back to a top-five ranking in international competitiveness ❑ To stimulate the domestic economy and generate employment in locally traded sector ❑ To build an indigenous engine of growth that drives up the export market share of Irish companies ❑ To build world-class clusters in key sectors of opportunity, ❑ To achieve full employment of 2.1m people in 2018 	<ul style="list-style-type: none"> ❑ Ensure that support is provided for the creation of jobs that serve the local economy, thereby increasing the resilience of rural communities ❑ Focus on sustainable key job creation and employment support sectors appropriate to rural areas ❑ Increase the diversity of local entrepreneurial activity ❑ Support a range of employment opportunities that integrate with the activities of the LEO through the maximisation of sub-supply and flanking service provision

5.2.3 Social Inclusion

Table 31 - Social Inclusion Policy Alignment

Policies and Objectives Relevant to the LDS	Kildare LDS Alignment
<p>Social Inclusion and Community Activation Programme (SICAP) 2015-2017: The Social Inclusion and Community Activation Programme (SICAP) is designed <i>'to reduce poverty, promote social inclusion and equality through local, regional and national engagement and collaboration.'</i> The Programme is being delivered through three high-level goals:</p> <ul style="list-style-type: none"> ❑ Goal 1: To support and resource disadvantaged communities and marginalised target groups to engage with relevant stakeholders to identify and address social exclusion and equality issues ❑ Goal 2: To support individuals and marginalised target groups experiencing educational disadvantage ❑ Goal 3: To engage with marginalised target groups/individuals to move them closer to the labour market, improve work readiness, support them in accessing employment and self-employment, and create social enterprise opportunities 	<p>Specific initiatives will be supported that are designed to engage with those most distanced from the labour market to help them to move closer to it.</p> <p>This will be achieved through improving work readiness particularly in the arena of social enterprise opportunities.</p>

Policies and Objectives Relevant to the LDS	Kildare LDS Alignment
<p>National Action Plan for Social Inclusion 2007-2016:</p> <p>The National Action Plan for Social Inclusion (NAP inclusion) has an emphasis on services and activation as a means of tackling social exclusion.</p> <ul style="list-style-type: none"> ❑ Overall Poverty Goal: Eliminate consistent poverty by 2016, under the revised definition ❑ Goal 2: Education - Reduce the proportion of pupils with serious literacy difficulties in primary schools serving disadvantaged communities ❑ Goal 3: Education - Ensure that the proportion of the population aged 20-24 completing upper second level education or equivalent will exceed 90% by 2013 ❑ Goal 4: Income Support - Review child income supports aimed at assisting children in families on low income ❑ Goal 5: Employment and Participation - Reduce by 20% the number of those whose total income is derived from long-term social welfare payments by 2016 ❑ Goal 7: Community Care – Support older people to live independently ❑ Goal 9: Employment and Participation - Increase the employment of people with disabilities who do not have a difficulty in maintaining a job ❑ Goal 10: Housing - High quality housing for those who cannot afford to meet their own housing needs. Underpin the building of sustainable communities ❑ Goal 12: Integration of Migrants - Develop a strategy aimed at achieving the integration of newcomers in our society 	<p>An improved social infrastructure for young rural dwellers is required, with buy-in from the local community.</p> <p>The Social Inclusion theme of the LDS recognises that lower population density, high levels of out-migration, distance from urban centres and commuting to work, school or college (accessibility), higher cost of living, decline in traditional agriculture employment and traditional industries results in fewer employment options and comparatively lower service provision when compared to urban areas.</p> <p>There are many hard-to-reach communities and areas that require investment in social inclusion through community services and infrastructure.</p>

5.2.4 Rural Environment

Table 32 - Rural Environment Policy Alignment

Policies and Objectives Relevant to the LDS	Kildare LDS Alignment
<p>Foodwise: 10-year vision for Ireland's Agri-Food Industry, growth of agricultural economy to 2025:</p> <ul style="list-style-type: none"> ❑ Increase value of agri-food exports by 85% to €19 billion ❑ Increase the value-add in agri-food, fisheries and wood products to €13 billion ❑ Increase the value of primary production by 65% to €10 billion ❑ Create additional 23,000 jobs in the agri-food sector along the supply chain from primary production to high value-added product development 	<ul style="list-style-type: none"> ❑ Support for new Food and Tourism employment opportunities. This will generate increased growth opportunities across the region, particularly in more remote areas, or other existing and developed historical or cultural tourist attractions.
Policies and Objectives Relevant to the LDS	Kildare LDS Alignment
<p>EU Water Framework Directive:</p> <ul style="list-style-type: none"> ❑ Member States must aim to achieve good status in all waters by 2015 and must ensure that status does not deteriorate in any waters ❑ The framework for the protection of inland surface waters (rivers and lakes), transitional waters (estuaries), coastal waters and groundwater to ensure that all aquatic ecosystems and, with regard to their water needs, terrestrial ecosystems and wetlands meet 'good status' by 2015 	<ul style="list-style-type: none"> ❑ Encourage and support the greater understanding of biodiversity ❑ Support and foster educational and awareness programmes relating to habitat loss, fragmentation and degradation of same due to extensive farming and use of lands for commercial and residential usage

5.2.5 Summary Key Policy Alignment

Table 33 – LDS Key Policy Alignment

Policy	Content
Ireland: Rural Development Programme July 2014 – P.184	The draft document details the complete Rural Development Programme for Ireland of which RDP is one component.
Article 42-44 of Regulation 1305/2013 and Article 32-35 of Regulation 1303 - 2013	<ol style="list-style-type: none"> 1. To encourage and promote the sustainable development of rural areas. 2. Articles 32-35 (4) of the Common Provisions Regulation (EU) No 1303/2013, for CLLD are based on the LEADER approach and concern four of the Funds covered by the Common Strategic Framework – the European Regional Development Fund, the European Social Fund, the European Agricultural Fund for Rural Development, the European Maritime and Fisheries Fund – in the 2014-2020 programming period (the ESI Funds – European Structural and Investment Funds). <p>CLLD is a specific tool for use at sub-regional level, which is complementary to other development support at local level. CLLD can mobilise and involve local communities and organisations to contribute to achieving the Europe 2020 Strategy goals of smart, sustainable and inclusive growth, fostering territorial cohesion and reaching specific policy objectives.</p>
Europe 2020 Strategy	Fostering territorial cohesion and reaching specific policy objectives of smart, sustainable and inclusive growth.
CEDRA	An Integrated Approach to Rural Economic Development.
Fáilte Ireland	Fáilte Ireland's strategic plan.
Fáilte Ireland's Eco Tourism Handbook	Toolkit to develop an Eco Tourism Product. Based on the Greenbox.
LECP	Every action in the LDS has been referenced to the relevant Objective in the LECP.
EPA	In the development of the LDS, Kildare LAG has used the EPA guidance notes on sustainable development to guide the objectives and proposed actions of the LDS.
Action Plan for Jobs 2015	Increasing entrepreneurial activity.
Harvest 2020	Strategy undertaken by the DAFM to improve competitiveness in agriculture, fishing and food production.

Section 6 Networking and Co-operation

The public private community partnership structure of the Kildare LAG and the Board of the Implementing Partner brings together key local actors across the pillars of Community, State Agencies, Social Partners and Local Government. These structures will ensure a shared understanding of the issues affecting the County and identifying appropriate initiatives to address these issues.

The Kildare LAG and Implementing Partner place a significant value on networking. Past experience has revealed that collaborative initiatives have been vital to the success of many projects implemented under previous LEADER programmes. The LAG and Implementing Partner is looking forward to building new relationships as well as developing existing contacts to ensure that rural communities capitalise fully on networking and co-operation opportunities available.

6.1 Local Networking and Co-operation

LCDC: The LCDC as the LAG structure will allow for a greater level of integration of services and will quickly identify gaps in current service provision and future demands. Furthermore, there will be opportunities for the LCDC to review progress on the LECP which in turn will inform any revision of this LDS.

PPN: The PPN has been set up in each Municipal District which provides an extensive database of voluntary organisations. The PPN structure will form an integral part of the dissemination of information to community organisations about the LEADER 2014 - 2020 Programme and the funding opportunities and will serve to:

- ✓ Communicate and advise communities about the LDS Priority areas
- ✓ Publicise targeted and time specific calls for proposals
- ✓ Hot animation and Capacity Building seminars and events
- ✓ Assist in targeting supports and information directed at the *'Hard to Reach'* communities

Inter- Agency Cooperation: The Implementing Partner currently works with a range of local agencies (Kildare County Council, HSE, DSP, KWETB, KYS, Tusla, Kildare Volunteer Centre) across the suite of programmes, such as the Integrated Services Programme, Athy Youth and CYPSC committee. The level of cooperation currently established will be of significant assistance in the roll out and in the implementation of the new LEADER Programme through this LDS.

6.2 National Networking and Co-operation

Irish Local Development Network (ILDN): The ILDN is the representative body of Local Development Companies (LDCs). Its mission is to promote and support social inclusion and rural development in the community and enterprise sectors. The ILDN has a number of policy working groups that meet regularly with Government Departments and agencies. The IP will participate and network with the members of ILDN for the progression of this LDS.

The Kildare LAG and Implementing Partner will also engage with the new Rural Development Support Unit (RDSU), when it commences operation in 2016.

The Implementing Partner has a significant track record of working with other LEADER companies in the development of successful co-operation projects. Cooperation not only exists with Regional Local Development Companies, but with LDC's across the country.

These contacts will be extremely useful in developing new national co-operation projects in the future. National networking will be approached in the following ways:

Regional Networking: The East Region in ILDN consists of Meath, Wicklow, Wexford, Kilkenny, Carlow, Laois, Offaly, Westmeath and Longford. These counties will be the first point of contact for many national networking arrangements. This close proximity will facilitate the development of joint initiatives such as trails, walks, coastal routes and other recreational/rural tourism based activities.

In particular linkages with neighboring counties will serve to achieve progression on the Kildare/Meath section of the Dublin to Galway Greenway and the Blueway Corridor which will run through the towns of Robertstown, Lowtown, Rathangan, Kildare town, Monasterevin and Athy. All co-operative initiatives will allow for collective learning with measurable outputs.

LDS Themes: We envisage the potential for Co-operation initiatives based on Rural Tourism, Water based activities, Crafts and Food sectors, Rural Youth and the Environmental themes as well as around bespoke training and animation offered to key target groups such as youth and the unemployed. Emerging themes in this LDS will involve activities in the area of tourism, food and outdoor activities and will include counties such as Meath, Wicklow and Dublin.

6.3 Potential Proposals for Co-operation Initiatives

The Department will issue a series of co-operation '*calls for proposals*' which the Kildare LAG and Implementing Partner will actively engage with to assist in the implementation of the LDS.

Areas of particular interest which address the actions identified through the consultation process include:

1. Tourism Hubs Development.
2. Blueway and Greenway clusters
3. Creative/Craft clusters/design Hubs.
4. Ireland's Ancient East Marketing Group – Heritage/Stories
5. Social Enterprises.
6. Collective marketing of artisan foods and crafts.
7. Collaborative artisan product marketing initiatives.
8. Food incubation unit/Hub for Kildare to support the growth food sector in Kildare.
9. Rural Broadband.
10. Blueways and Greenways.
11. REDZ initiatives to support the sustainable development of rural towns.
12. Protection and development of the environmental sector including water, biodiversity and climate change initiatives.
13. Integrate Landscape Management Plans.
14. Bespoke training initiatives for community groups, enterprise development and youth unemployment.

Kildare LAG values participation in all such cooperation opportunities, and will continue to engage with these and develop new links with other LAG's and LDC's into the future.

6.4 International Networking and Co-operation

A strategic approach will be taken for the development and delivery of international cooperation projects as outlined below:

Existing Contacts: The experience of previous LEADER programmes has shown that the development of international contacts is a lengthy process. Therefore, it is imperative to build on existing contacts to ensure a strong co-operation performance from the outset. The Implementing Partner has previous experience with other LEADER bodies in England, Scotland and Wales, France, Spain, Portugal, Italy and Greece.

New Contacts: The LAG and Implementing Partner will develop new partners through relevant networks such as the ILDN, Project Promoters, Third Level Institutes and State Agencies.

Support Programmes and Seminars: The LAG and Implementing Partner will participate in transnational seminars hosted by Irish or European National networks to stimulate networking and co-operation activities.

Other European Programmes: The LCDC/LAG/implementing Partner have experience in securing other EU grant programmes which have generated very important contacts in other European countries, in the area of community and enterprise development.

6.5 Co-operation with Other Public Bodies

The LAG and implementing Partner will collaborate with other agencies at a local, regional and national level to achieve an integrated delivery of services.

Local and Regional Level collaboration will include:

- ✓ Kildare County Council
- ✓ Kildare LAG/ LCDC
- ✓ Public Participation Network
- ✓ County Kildare Failte
- ✓ LEO
- ✓ LES
- ✓ Teagasc
- ✓ DSP
- ✓ HSE
- ✓ Kildare Wicklow ETB
- ✓ Children's and young people Service Committee
- ✓ Enterprise Ireland
- ✓ Failte Ireland
- ✓ Maynooth University

National Level: close links have been established between the Implementing Partner and national public bodies including:

- ✓ DECLG, Department of Arts, Heritage and the Gaeltacht, DAFM, Department of Jobs, Enterprise and Innovation, Department of Communications, Energy and Natural Resources.
- ✓ CEDRA, Pobal, Teagasc, Coillte, Bord na Mona, ESB, Waterways Ireland, UCD, Clann Credo
- ✓ The Arts Council, The Heritage Council, Irish Sports Council

Section 7 Monitoring and Review

The monitoring, review and evaluation processes to be implemented for the Kildare LDS will conform to Section 19 of the *Draft LEADER Operating Rules Rural Development Programme Ireland 2014-2020: Version Final: 20th June 2016*¹⁸, which details the Monitoring Framework for the Programme.

Kildare LAG references the World Bank¹⁹ definitions for monitoring, review and evaluation in the context of the implementation of the LDS. Monitoring aims primarily to provide the Programme management (Kildare LAG and Implementing Partner) and other main stakeholders of early indications of progress, or lack thereof, in the achievement of results.

The monitoring framework for LEADER necessarily references the LDS Framework, and is centred on the three LEADER themes and respective sub-themes. The Annual Implementation Plan establishes the practical actions and activities that will be undertaken.

In terms of the monitoring of the LDS, each of the local objectives is linked to one of the nine overall LEADER sub-themes. Local projects will, in turn, be linked to one of the local objectives.

Kildare LAG will conform to the requirements of the Operating Rules in that LEADER projects will have common performance indicators associated with each sub-theme. These indicators will be chosen to facilitate the monitoring and measuring of the programme effectiveness.

Programme monitoring will be undertaken at both project level and at Kildare LAG level.

7.1 Project Level Monitoring

Reporting on the progress and outputs of the LEADER Programme will be facilitated by a defined set of information that will be captured on every funded project. This will be designed to allow ready access to information with which to provide analysis and respond to queries.

Kildare LDS monitoring data for sub-themes, local objectives and performance indicators will be entered on the prospective LEADER System. Kildare LAG will report on outputs and outcomes of projects in the context of these objectives and performance indicators. At project level the information will be captured at the following key stages: -

7.1.1 Application Stage

The Implementing Partner will inform all Programme applicants of the requirements for the collection of key performance indicators. It is anticipated that the majority of the basic project information will be captured on the prospective LEADER ICT System at the point of application.

7.1.2 LAG Assessment of Application

The Implementing Partner will return information when assessing applications, linking the proposed project to the appropriate LDS objectives and, when associating it with one of the overarching LEADER sub-themes. The outcome of this process will be to associate the project with the appropriate set of indicators for the project.

¹⁸ Or as may be subsequently revised and published.

¹⁹ World Bank Social Development Department.

7.1.3 Reporting on Outputs and Outcomes

During the course of implementation, projects will routinely provide information on the results delivered as measured by the appropriate indicators. Qualitative information will also be captured, whereby progress, achievements and the learning associated will be briefly summarised. Kildare LAG, through the Implementing Partner, will ensure that LEADER projects comply with the prescribed reporting requirements. Kildare LAG will also provide a quality check on the accuracy, consistency and realism of the data collected. This will be validated through a process of random checks.

It is understood that the Department will collate the performance data reported by funded projects, and will provide analysis on the progress, outputs and outcomes achieved. This reporting process will be used as a management tool by Kildare LAG to ensure that the deliverables are being achieved, and that any corrective processes are devised and initiated in the face of variances.

7.1.4 Timeframe

The reporting timeframes (on outputs) will be dependent upon the project type. In most cases, reporting will take place at the final payment stage.

Kildare LAG will only issue the final payment when all of the required data has been entered on the prospective LEADER System. It is anticipated that information related to some outputs may not be available immediately upon completion of the project. In these cases, Kildare LAG will enter the outputs from these projects on the LEADER ICT System no later than 12 months from the date of final payment.

7.2 Annual Planning and Reporting

Kildare LAG will submit a short Annual Report to the Department by the end of February each year, commencing in 2017. The Annual Report will include: -

- An outline of the previous year's achievements relative to the priority actions identified, including: -
 - Information on the organisational structure, operations and decision-making within Kildare LAG;
 - Issues or challenges encountered in implementation during the preceding year;
 - Particular successes worthy of highlight;
 - Progress achieved in contributing to LEADER's cross cutting objectives;
 - The priority actions for the year in which the report is produced;
- Three Project Case Studies covering three different sub-themes, to include the following information: -
 - Promoter background and description;
 - Project or business description;
 - Products or facilities or services delivered;
 - Financial Information (previous funding or other sources of funding);

- Employment (current and potential);
- Performance indicator data;
- Compatibility with the LDS, the LEADER themes, and the cross-cutting objectives; *and*
- Benefit to the community.

Kildare LAG will complete the Annual Report of the template to be provided through the prospective LEADER ICT System.

It is understood that the Department will: -

- Review the Annual Report and engage with Kildare LAG, as appropriate;
- Summarise any patterns, trends or key issues emerging from the Annual Reports; *and*
- Make data from the Annual Reports available to contribute to an overall framework for evaluating LEADER performance generally, and the performance of Kildare LAG specifically.

Kildare LAG will contribute to any other reviews or evaluations as required by the Department, including the provision of expenditure estimates in advance of each financial year.

7.3 LEADER Monitoring Framework

The following LEADER Monitoring Framework has been developed by the Department and will be fully implemented by Kildare LAG to measure the effectiveness of the delivery of the Kildare LDS. The LEADER Monitoring Framework is organised by LEADER Programme Sub-Theme.

7.3.1 Monitoring Framework Theme 1

Table 34 – Theme 1.1 Monitoring Framework

Theme, Sub-Theme and Strategic Action	Indicator (as appropriate)	Measurement (as appropriate)
1: Enterprise Development, Economic Development and Job Creation 1.1: Rural Tourism SA1 SA2 SA3 SA4:	Number of projects funded	New
	Number of projects funded	Existing (and when founded)
	Number of jobs created	New: FT/ PT/ Seasonal
	Number of existing jobs sustained	FT/ PT/ Seasonal
	Activity/Adventure Tourism (angling, walking, cycling)	Number of initiatives funded
	Culture and Heritage Tourism	Number of initiatives funded
	Rural Recreation	Number of initiatives funded
	Eco-Tourism	Number of initiatives funded
	Health and Wellness Tourism	Number of initiatives funded
	Marine and Water-based Tourism	Number of initiatives funded
	Agri-Tourism	Number of initiatives funded
	Cluster/network of Tourism Businesses	Number of initiatives funded
	Promotion of area as ' <i>destination</i> ' (website development, etc.)	Number of initiatives funded
	Capital	Number (and value) of funding
	Training	Number (and value) of funding
	Marketing	Number (and value) of funding
	Animation	Number (and value) of funding
Number of Visitors	Number	

Table 35 – Theme 1.2 Monitoring Framework

Theme, Sub-Theme and Strategic Action	Indicator (as appropriate)	Measurement (as appropriate)
1: Enterprise Development, Economic Development and Job Creation 1.2: Enterprise Development SA5 SA6 SA7 SA8 SA9 SA10	Number of enterprises funded	Start ups
	Number of enterprises funded	Existing (and when founded)
	Number of jobs created	New: FT/ PT/ Seasonal
	Number of existing jobs sustained	FT/ PT/ Seasonal
	Agricultural Diversification	Number of enterprises funded
	Food and Beverage	Number of enterprises funded
	Marine Diversification	Number of enterprises funded
	Creative Industry	Number of enterprises funded
	Social Enterprise	Number of enterprises funded
	Hospitality	Number of enterprises funded
	ICT	Number of enterprises funded
	Capital	Number (and value) of funding
	Training	Number (and value) of funding
	Marketing	Number (and value) of funding
Animation	Number (and value) of funding	

Table 36 – Theme 1.3 Monitoring Framework

Theme, Sub-Theme and Strategic Action	Indicator (as appropriate)	Measurement (as appropriate)
1: Enterprise Development, Economic Development and Job Creation	Number of projects funded	Number
	Population in towns receiving funding	CSO Census Number
	Streetscape enhancement	Number of projects funded

1.3: Rural Towns SA11 SA12	Tidy Towns	Number of projects funded
	Maintenance, Restoration and/or Upgrading of built environment in town	Number of projects funded
	Development of recreation spaces	Number of projects funded
	Development of markets	Number of projects funded
	Development of festivals	Number of projects funded
	Capital	Number (and value) of funding
	Training	Number (and value) of funding
	Marketing	Number (and value) of funding
	Animation	Number (and value) of funding
	Number of jobs created	New: FT/ PT/ seasonal
	Number of existing jobs supported	FT/ PT/ seasonal

Table 37 – Theme 1.4 Monitoring Framework

Theme, Sub-Theme and Strategic Action	Indicator (as appropriate)	Measurement (as appropriate)
1: Enterprise Development, Economic Development and Job Creation 1.4: Broadband SA13	Number of small scale equipment projects funded	Number
	Population benefiting from enhanced broadband as a result of equipment funding	Number
	Number of capacity building/training/information projects funded	Number
	Number of individuals participating in capacity building/training/information activities in relation to broadband	Number
	Number of new jobs created	FT/ PT/ Seasonal
	Number of existing jobs sustained	FT/ PT/ Seasonal

7.3.2 Monitoring Framework Theme 2

Table 38 – Theme 2.1 Monitoring Framework

Theme, Sub-Theme and Strategic Action	Indicator (as appropriate)	Measurement (as appropriate)
2: Social Inclusion 2.1: Provision of Basic Services targeted at Hard to Reach Communities SA14 SA15 SA16	Number of services funded	New
	Number of services funded	Existing (and when founded)
	Number of jobs created	New: FT/ PT/ Seasonal
	Number of existing jobs sustained	FT/ PT/ Seasonal
	Transport	Number of projects funded
	Education	Number of projects funded
	Health	Number of projects funded
	Social Amenities	Number of projects funded
	Recreational/Physical Amenities	Number of projects funded
	Retail/Financial Services	Number of projects funded
	Personal support Services	Number of projects funded
	Bereavement/Suicide-prevention Services	Number of projects funded
	To provide a service that isn't there	Nature of services provided
	To enhance access to a service that is not in the locality (through transport)	Nature of services provided
	To enhance participation/ outcomes of a service through tailored supports for marginalised groups	Nature of services provided
	Older people (as primary or secondary target groups)	Number of projects funded
	People with a disability (as primary or secondary target groups)	Number of projects funded
	Children (as primary or secondary target groups)	Number of projects funded
	Young people (as primary or secondary target groups)	Number of projects funded
	Travellers (as primary or secondary target groups)	Number of projects funded
	Migrants/New communities (as primary or secondary target groups)	Number of projects funded
	Unemployed people (as primary or secondary target groups)	Number of projects funded
	People living alone (as primary or secondary target groups)	Number of projects funded
	Capital	Numbers of people availing of the services provided (by type of service)
	Training	
	Marketing	
	Animation	Number (and value) of funding

Table 39 – Theme 2.2 Monitoring Framework

Theme, Sub-Theme and Strategic Action	Indicator (as appropriate)	Measurement (as appropriate)
2: Social Inclusion 2.2: Rural Youth SA17 SA18	Youth Clubs/Cafes	Number of projects funded
	Youth Entrepreneurship	Number of projects funded
	Sport/Recreation	Number of projects funded
	Arts	Number of projects funded
	To provide a service that isn't there	Nature of services provided
	To enhance access to a service that is not in the locality (through transport)	Nature of services provided
	To enhance participation/ outcomes of a service (through tailored support to young people in disadvantaged areas to encourage their participation in particular activities/ enhance outcomes in key areas (employment training for example)	Nature of services provided
	Number of young people directly participating	Number
	Capital	Number (and value) of funding
	Training	Number (and value) of funding
	Marketing	Number (and value) of funding
	Animation	Number (and value) of funding

7.3.3 Monitoring Framework Theme 3

Table 40 – Theme 3.1 – 3.3 Monitoring Framework

Theme, Sub-Theme and Strategic Action	Indicator (as appropriate)	Measurement (as appropriate)
3: Rural Environment 3.1: Protection and Sustainable Use of Water Resources SA19 3.2: Protection and Improvement of Local Biodiversity SA20 SA21 SA22 SA23 3.3: Development of Renewable Energy SA24	Number of projects funded	New Projects
	Number of projects funded	Existing and when founded
	Number of jobs created	New: FT/ PT/ Seasonal
	Number of existing jobs sustained	FT/ PT/ Seasonal
	Wind energy	Type of project funded
	Solar power	Type of project funded
	Energy other	Type of project funded
	Education and awareness programmes	Type of project funded
	Impact assessment	Type of project funded
	Local co-ordination initiatives	Type of project funded
	Technical/ scientific cooperation	Type of project funded
	Nature conservation initiatives	Type of project funded
	Recycling	Type of project funded
	Capital	Number (and value) of funding
	Training	Number (and value) of funding
	Marketing	Number (and value) of funding
Animation	Number (and value) of funding	

7.4 Monitoring and Review Process

Kildare LAG will monitor and review the programme in line with the guidelines set out in the Operational Rules. The monitoring of the operation of the LDS will involve three simultaneous actions: -

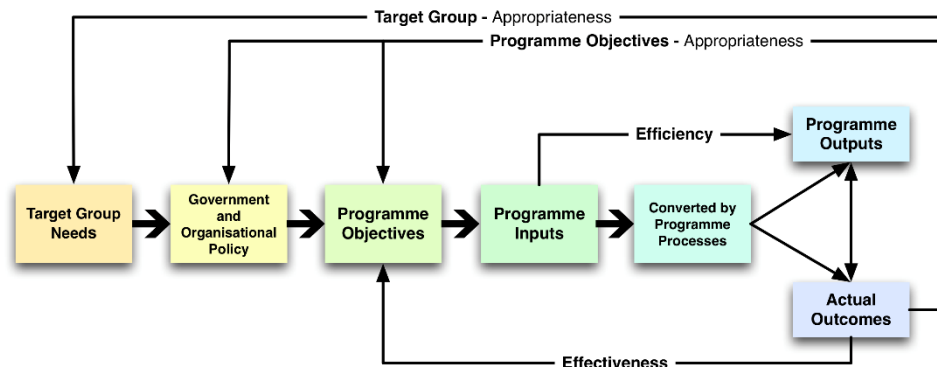
1. All the fields on the LEADER ICT system will be completed by the relevant project officer responsible for the implementation of the project in real time. The Implementing Partner's CEO and Administrator will review this process monthly. The LAG will have access to the system to review independently and will be given bi-monthly updates.
2. On annual basis, the relevant project officer will complete a number of detailed case studies on selected funded projects. The completed studies will be reviewed by two of

either of the following: CEO, Administrator or Financial Controller of the Implementing Partner for accuracy before submission to Kildare LAG for final approval.

7.5 Evaluation

Kildare LAG recognises that effective evaluation is the systematic and objective assessment of an on-going or completed project, programme, or policy, and its design, implementation and results. To be of value, the evaluation tool must provide information that is credible and useful, enabling the incorporation of lessons learned into the decision-making process of the LAG, its stakeholders, and the LEADER Programme beneficiaries.

Figure 3 – Kildare LAG Evaluation Model



Kildare LAG's objectives for the evaluation of the LDS are: -

1. Early Cycle 1 – 2 years; to check early strategy implementation to ascertain if the strategy needs to be changed to reflect changed circumstances; *and*
2. End of Cycle 4 -5 years; to learn lessons for the next programme formulation.

7.6 Audit and Inspections

As per the Commission Regulation (EC) No's 809/2014, 640/2014 and 907/2014, DECLG will conduct on the spot controls on Kildare LAG and its project beneficiaries to check that the operational and administrative control procedures are in place, and will also check aid applications and the payment of aid to beneficiaries.

It is anticipated that DECLG will also carry out a programme of audits on Kildare LAG activities over the lifetime of the Programme. Kildare LAG will be pleased to co-operate fully with DECLG in this regard.

It is further understood that Departmental inspection visits will concentrate on, but may not be confined to, establishing that Kildare LAG: -

- ❑ Complies with EU regulations and national legislation as appropriate;
- ❑ Is properly constituted and operates in accordance with governance guidelines;
- ❑ Assesses and approves projects with due regard to the approved business and financial plans and in accordance with EU/national regulatory requirements and governance guidelines;
- ❑ Allocates funds to projects with due regard to these plans and in accordance with EU and national regulatory requirements;

- ❑ Monitors progress with regard to implementing the LDS, and any modification of the financial plan required as a result of changes to the LDS;
- ❑ Authorises and records payments and properly documents its activities;
- ❑ Reports to the Department as the delegated Paying Agency responsible for the Programme; *and*
- ❑ Complies with all regulatory requirements.

It is also understood that the Comptroller and Auditor General, the Programme's Certifying Body, the Department of Agriculture, Food and the Marine, the European Commission or the European Court of Auditors may also carry out inspections or audits. Kildare LAG will maintain all of its Programme files and records in a fit state to facilitate such inspections and audits.

7.7 Data Protection

As the Implementing Partner is processing all the files, subject to the SLA with Kildare LAG, the Implementing Partner will act as the Data Controllers on behalf of the LAG. The Implementing Partner will adopt additional data control procedures as requested by the LAG, and the designated officers of the LAG will have full access to all RDP Data. The Programme Administrator and Financial Partner will be responsible for Data Control.

As Data Controller on behalf of the Kildare LAG, the Implementing Partner will: -

- ❑ Obtain and process the information fairly;
- ❑ Keep it only for one or more specified and lawful purposes;
- ❑ Process it only in ways compatible with the purposes for which it was supplied;
- ❑ Keep it safe and secure;
- ❑ Keep it accurate and up-to-date;
- ❑ Ensure that it is adequate, relevant and not excessive;
- ❑ Retain it no longer than is necessary for the specified purpose or purposes; *and*
- ❑ Give a copy of his/her personal data to any individual, on request.

Section 9 Additional Information

The following provides an overview of the activities and initiatives implemented by CKLP during the course of the delivery of the LEADER Programme 2007-2013.

9.1 LEADER Programme Outcomes 2007-13

9.1.1 Diversification into Non-Agricultural Activities

Total Allocation €427,509.29

The main focus of this measure was to create alternative on-farm employment opportunities in non-agricultural activities and services. A growing feature of farming is the increase in the number of farms no longer able to sustain farming families without additional on-farm income supplementation. The sector contains numerous strengths that offer opportunities for it to grow and develop and for many farmers, diversification and innovation will continue to be important for the on-going viability of the sector in the future.

In delivering supports under the Rural Development Programme Strategic Plan, CKLP engaged with a Farm Diversification Animator to specifically target farm families. As part of this process a sustained programme of consultation, animation and engagement with farm families to promote the measure and raise awareness of the Rural Development Programme was put in place.

Achievements

- ❑ 27 Farmers engaged in support from farm diversification animator.
- ❑ 13 project applications received grant aid under the RDP.

9.1.2 Business Creation and Development

Total Allocation €1,455,560.34

The main focus of this measure is to position rural areas to provide economic activity of sufficient mass to attract people to live and work in Kildare and so offer a counter balance to the economic pull of Gateway towns that are the focus for the development under the National Spatial Strategy. The programme content included: -

- ❑ Selected investment in small rural enterprise space.
- ❑ Provision for a range of assistance types for start-up enterprises and expansion of existing enterprises including the adoption of new technologies.
- ❑ Development of innovative products and activities.
- ❑ The provision of a range of assistance types for adding value to local products, including support for business networks, collective marketing, local branding initiatives, and improved quality and development of artisan processing facilities.
- ❑ Utilisation of local ICT capacity, for example centralised online processing of micro-enterprise administrative activities, will also be supported.
- ❑ Actions to foster rural entrepreneurship particularly combined with support for small-scale research, analysis and development.

Achievements

- ❑ A number of start-up and existing enterprises received marketing supports in addition to capital investment.
- ❑ Development of Kildare Craft Trail was supported under Animation 49 Projects were supported in attending Trade Fairs and Events for small enterprise including The Ploughing Championships. Taste Kildare, Equus Live and Showcase and the National Craft and Design Fair and the Kildare Creative Exhibition 2014.
- ❑ Support for four existing enterprises that enabled the sustainability of current employment and added value to local products.
- ❑ 23 new enterprises were supported which included a number of new craft enterprises.
- ❑ 10 Equestrian facilities were supported of which 3 were new enterprises.

9.1.3 Encouragement of Tourism Activities

Total Allocation €675,553.63

The Rural Development Programme 2007-2013 outlined that in most areas tourism was an integral component of wider rural enterprise and that both should be developed in an integrated manner whenever possible. The plan also outlined that Rural Tourism is also very closely correlated with agricultural activity. The focus of this measure also extended to embrace other aspects of rural recreation and demonstrated synergy with the Countryside Recreation Strategy.

The Rural Development Programme also outlined that due to the cross-cutting nature of this measure, actions at the territorial level must demonstrate an overall coherence with relevant actions concerning agri-tourism enterprises over a seven month period to assist tourism enterprise clients, community tourism projects, potential applicants and promoters under the RDP.

The main components of this Tourism Mentoring Programme were the organisation of a tourism seminar with a number of follow-up support workshops and one-to-one mentoring.

Achievements

- ❑ 18 projects were funded under this measure.
- ❑ 8 of these projects involved grant assistance towards the marketing, venue and other costs of festivals and events around the county.
- ❑ 6 projects involved capital grants toward 6 different tourist attractions.
- ❑ 3 projects involved County Kildare Fáilte countywide initiative.
- ❑ 1 projects involved the development of the “*Destination Kildare Town*” website.
- ❑ The programme has impacted in the development of 2 new attractions and further improvement of 4 other tourist attractions.

9.1.4 Basic Services for the Economy and Rural Population

Total Allocation €3,165,497.66

The main focus of this measure was to identify and provide appropriate cultural and leisure facilities to local communities, not otherwise available to them. While the needs of more remote rural populations and peri-urban areas may differ markedly, initiatives would broadly address the provision of the following: -

- ❑ Amenity and leisure facilities.
- ❑ Support for cultural activities.
- ❑ Certain arts facilities.
- ❑ General community and recreational infrastructure.
- ❑ Innovative activities in local community such as social and information networks etc.

Activity under this measure formed a key element of our work, and the projects we supported contributed significantly to delivering our overall strategy, which helped to support vibrant and sustainable community life and contributed to an enhanced quality of life for people living in those communities and community development. In supporting local communities, and by enabling them to provide community based infrastructures, facilities and amenities, we helped them to address gaps in local services in response to local needs.

Achievements

- ❑ 5 projects were supported to prepare and carry out local needs assessments of which 2 projects proceeded to capital applications in excess of €150,000, Kilcullen and Suncroft.
- ❑ 11 projects were supported in excess of €150,000, which resulted in community facilities in Kildare Town, Rathangan, Celbridge, Suncroft and Kilcullen.
- ❑ 3 Projects were supported with facilities meeting traveller needs and 2 youth facilities.
- ❑ 1 Older building converted to community facility.
- ❑ 2 Playgrounds supported in Castlemitchell and Athy.
- ❑ 27 Projects were supported for cultural activities including arts and drama, radio and TV initiatives aimed at young people.
- ❑ 17 community Festivals.
- ❑ 4 non-mainstream sporting activity facilities.
- ❑ 3 community arts centres and local theatres.

9.1.5 Village Renewal and Development

Total Allocation €1,028,606.31

The main focus of this measure was to provide supports to enhance the economic and social attractiveness of villages, small towns and the surrounding countryside by the upgrading of public spaces and amenities, as well as being able to address accessibility issues that will provide the opportunity to deliver positive impacts that would benefit all members of a local community.

Activity under this measure supported vibrant and sustainable community life and contributed to an enhanced quality of life for people living in their communities.

- ❑ 3 Tidy Towns and community based projects were supported, Athy Shop Local, Athy Community Enterprise and Athy Skate Park.
- ❑ 2 Farmers Markets were supported, Athy Farmers Market and Kildare Town Country Market.
- ❑ 2 Derelict buildings were refurbished in Straffan and Castledermot, which provided community facilities resulting in pride of place for the local community.

9.1.6 Rural Heritage and Renewable Energy

Total Allocation €502,205.23

The main objective of this measure was to provide an integrated approach for the protection of the local heritage through a number of related preservation actions, complimented by a range of initiatives designed to develop the sustainable economic contribution of the natural heritage.

- ❑ 5 Heritage/Biodiversity trails were supported which were aimed at protecting and restoring the local water resources and high value nature areas.
- ❑ 5 Publications that reflected the cultural heritage of local communities.
- ❑ The Solas Bhríde Centre was developed as a flagship heritage centre for the county.

The Geraldine Hall in Maynooth and the ICA Prosperous were the two projects supported addressing the conservation of vernacular architecture, which resulted in the preservation of listed building for use as community facilities.

9.1.7 Training and Information

Total Allocation €500,079.57

The main focus of this measure was the delivery of training in adapting new skills for all rural dwellers and communities with the purpose of stimulating economic and social activity in County Kildare.

Activities under this measure focused on building on the initiatives delivered in previous programmes. The emphasis on the training and education supports was to create the best conditions to allow each individual the opportunity to realise his or her potential and thereby participate more fully in the life of their community.

53 projects were supported under this measure addressing the following areas.

- ❑ Individual rural enterprises.
- ❑ Farm diversification.
- ❑ Community groups.
- ❑ Upskilling.
- ❑ IT Training, Kildare Portal, The Curragh Pride ICT Suite, Kildare Down Syndrome, Irish Horse Trials.
- ❑ Event and festival management.
- ❑ Community Development and Leadership.
- ❑ Agri-Awareness.
- ❑ Environmental Awareness and Tidy Towns and Tourism Training.
- ❑ Inter-generation Arts Training.

- Personal Development and Lifeskills.

9.1.8 Cooperative Projects

Total Allocation €301,166.00

The main focus of this measure was to develop inter-territorial cooperation that would support innovation and experimental approaches in relation to promoting joint ventures across boundaries.

There were 3 projects supported under this measure.

- 2 focused on the links between the River Barrow and the Canals with emphasis on tourism, recreational and economy researching the possibility of a cycling trail.
- ILDN initiative promoting the achievement of the Rural Development Programme.

9.1.9 Skills Acquisition and Animation

Total Allocated €424,002.60

The main focus of this measure was to strengthen the capacity of local communities to support their ability to develop projects and programmes in rural areas. Activity under this measure focused on skills and animation activities. The programme focused on the following actions, and was addressed by the provision of support to 14 groups.

- Rural Development Awareness Programme.
- Capacity building for local community and voluntary groups, Teach Dara (Community facility) Animation programme.
- Monasterevin Community Needs Analysis.
- Kildare Volunteer Bureau Consultation.
- Kilcock Community Needs Analysis.
- Monasterevin Community Centre Plan.
- Robertstown Community Consultation Process.
- The Transport Integration Consultation for County Kildare.
- Consultation for development of business and cultural portal for County Kildare.
- North Kildare Chamber Strategic Plan.
- Farm Diversification Programme.
- Equine Industry Consultation.
- Kildare Creative Network.

Section 10 Form of Declaration

By submitting the Local Development Strategy (LDS), the Local Action Group (LAG) authorises the submission and declares that the information provided in relation to the organisation described in this LDS is true and complete to the best of its knowledge and belief.

The LAG acknowledges that any funds awarded must be used for the purpose stated and not used to replace existing funding. The LAG also understands that information supplied in, or accompanying this application may be made available on request under the Freedom of Information Acts 2014.

The LAG accepts, as a condition of the award of a grant, that it involves no commitment to any other grants from the Department of the Environment, Community and Local Government or Pobal. The LAG is agreeable to ongoing programme monitoring by the Department of the Environment, Community and Local Government and/or its agents and to allowing access to premises and records, as necessary, for that purpose.

The LAG also accepts that Pobal may contact other public funding organisations or Government Departments to discuss this application and previous funding awarded, as part of the appraisal process.

Disclosure under the Freedom of Information Act

The Department of the Environment, Community and Local Government and Pobal wish to remind LAGs that the information contained in the LDS and supporting documentation may be released, on request, to third parties, in accordance with all obligations under the Freedom of Information Act 2014.

You are asked to consider if any of the information supplied by you in applying for funding under the LEADER element of the Rural Development Programme (RDP) 2014-2020, should not be disclosed because of sensitivity. If this is the case, you should, when providing the information, identify same and specify the reasons for its sensitivity.

The Department of the Environment, Community and Local Government/ Pobal will consult with you about sensitive information before making a decision on the release of such information. The Department of the Environment, Community and Local Government/Pobal will release, on request, information to third parties, without further consultation with you, unless you identify the information as sensitive with supporting reasons.

If you consider that some of the information is sensitive, you are required to clearly identify such information when submitting your LDS.

If you do not identify any of the information supplied in the LDS and supporting documentation as being sensitive you are acknowledging that any, or all of the information supplied, will be released in response to a Freedom of Information request.

Disclaimer

It will be a condition of any application for funding under the terms and conditions of the LEADER element of the RDP (2014-2020) that the Local Action Group (LAG) has read, understood and accepted the following:

- The Department of the Environment, Community and Local Government/Pobal shall not be liable to the LAG or any other party in respect of any loss, damage or costs of any nature arising directly or indirectly from: -
 - The Local Development Strategy or the subject matter of the Local Development Strategy;
 - The rejection, for any reason, of any application.

- The Department of the Environment, Community and Local Government, its servants or agents shall not at any time in any circumstances be held responsible or liable in relation to any matter whatsoever arising in connection with the development, planning, construction, operation, management and/or administration of individual projects.

By submitting this Local Development Strategy application, the LAG acknowledges that it has read, understood and accepted the above points.

The Chairperson of the LAG should sign the Declaration and Disclaimer.

Name (Print):

Signature:

Position:

Date:

Signed copy of the minutes of the meeting in which all LAG members agreed to the content and submission of the LDS and Action Plan.

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Appendix 2. LCDC Standing Orders and KCC Procurement Procedures

Standing Orders – Kildare LCDC

These standing orders were agreed at the initial meeting of Kildare LCDC held on 16th May 2014 following discussion and input of the LCDC members.

Kildare LCDC was established in accordance with the Local Government Act 2014 and subsequent regulations and guidelines issued by the Department of Housing, Planning, Community and Local Government (formerly Department of Environment, Community and Local Government).

Kildare LCDC is independent in the performance of its functions as set out in S.I. No.234 of 2014.

Kildare LCDC will comply with the requirements of the Ethics in Public Office Acts 1995 and 2001.

1. Meetings of the LCDC

- Kildare LCDC will meet at a minimum of six times per annum.
- Meeting dates and times will be agreed on a yearly basis.
- The venue for LCDC meetings will be the offices of Kildare County Council unless otherwise agreed by the Members.
- The chairperson will be nominated and agreed by LCDC members.
- The agenda for LCDC meetings will be finalised by the Chairperson.
- Minutes, agenda and all correspondence will be circulated five working days in advance of the meetings.
- LCDC members will read all documentation in advance of meetings and bring documents to meetings to avoid excessive copying of papers.
- In addition to the business on the agenda, the minutes shall include a record of the LCDC members and additional staff present, and actions arising from business discussed.
- All meetings will be fully minuted.
- The Chairperson will request approval of the minutes at the following LCDC meeting.
- All documentation for LCDC members will also be made available in a secure password protected area on the LCDC website www.kildarelcdc.ie.
- Meetings will start and finish on time.

2. Attendance at LCDC Meetings

- Only nominated members can attend the LCDC meetings alternative representation is not permitted.
- Members who do not attend three consecutive LCDC meetings, without acceptable reason, will be written to and their place will be re-nominated through the appropriate mechanism.
- The LCDC may invite non -members to input on specific agenda items where this is deemed necessary.
- Apologies should be emailed in advance to the LCDC Administrator.

3. Quorum & Voting Rights

- The quorum for the LCDC is 50% of the membership, rounded to the nearest whole number, plus one. Vacant positions are not included in the calculation of membership for quorum purposes.

- A quorum is required to start the meeting.
- Each LCDC member present at a meeting shall have a vote unless prohibited by voting due to a conflict of interest.
- At decision making level neither public authorities nor any single interest group shall represent more than 49% of the voting rights of the LCDC.
- All decisions of the LCDC shall be determined by:
 - Consensus of those members present and eligible to vote or
 - Where consensus cannot be achieved, by a majority of the votes of the members present and eligible to vote
 - The Chairperson will make the final decision where there is a tied vote.

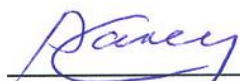
4. Disclosure of Interests

- LCDC members shall submit a disclosure of interest form outlining the following:
 - Current occupation
 - Other profession, occupation
 - Directorships / board membership
 - Contracts
 - Political or public affairs/lobbyist
 - Any other interests
- All disclosure of interest forms are to be kept up to date and on file by the LCDC Administrator
- If a disclosure is made at a meeting of the LCDC, particulars of the disclosure will be recorded in the minutes.
- Where a conflict of interest is declared, that member will leave the meeting for the relevant agenda item and not be entitled to vote on any issue pertaining to that issue.

5. Establishment of Sub Committees

- The LCDC will agree on the establishment of sub committees to progress work. They will agree on their composition, terms of reference and reporting mechanisms.
- Sub committees will be chaired by a nominated LCDC member. They may be composed of members outside of the LCDC if required to provide additional expertise.
- The Chief Officer and LCDC staff will support the work of the sub committees and all meetings will be minuted.
- Sub committees will report to the LCDC and be a standing item on all LCDC agendas.
- The work and role of sub committees will be reviewed at least once yearly.

Signed:



Mr. Peter Carey
Chairperson, Kildare LCDC

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Appendix 3. LAG Experience

Table 43 – LAG Experience

Members Name	Organisation	Skills and Experience relevant to LAG	Financial Experience	Project Delivery
Cllr. Suzanne Doyle	Kildare County Council	County Councillor for over 12 years. Secretary Voluntary Housing Board. Chair of Kildare County Council SPC, Economic Development, Enterprise & Planning. Chair of Kildare/Newbridge Municipal District 2015. Former member of the County Development Board.	Oversee 2016 Kildare County Council budget €140million. Member of KCC Corporate Policy Group. Involved in running family business. Previously self-employed.	Involved in delivery of Local Area Plans, County Development Plans and Housing Projects (VHB). Involved in leading the completion and delivery of the LECP on schedule in 2015. Involved in initiating a number of projects at local level. Involved in establishing the Integrated Services Programme. Ran several election campaigns both national and local.
Cllr. Mark Wall	Kildare County Council	County Councillor for last 8 years. Mayor of Kildare 2013/14. Director of Athy Heritage Board. Director of Churchtown, Castlemitchell Community Development Association. Director of ACAR (Drugs Service).	Oversee 2016 Kildare County Council budget €140 million. Member of KCC Corporate Policy Group. Athy Heritage Board – budget €43M.	Involved in delivery of Local Area Plans, County Development Plans. Involved in initiating a number of projects at local level. Ran several election campaigns both national & local.
Cllr. Fintan Brett	Kildare County Council	County Councillor for last 6 years. Chair of Naas Area Committee in 2012. Current member of Co. Kildare Twinning Committee (USA). Previous board member of County Enterprise Board. Director of Kildare Community Network. Member of Kildare Joint Policing Committee. Member of Kildare County Council SPC Environmental Services and Water.	Oversee 2016 Kildare County Council budget €140 million. Previous Director of D.B.O. Environmental Solutions Limited (Civil Engineering Contractors) with an annual budget of €4.5 - €5m. Previous Chair of St. Mark's GAA Club Dublin – annual budget €1m. Former Chair and Child Protection Officer of Kill GAA Juvenile Section.	Involved in delivery of Local Area Plans, County Development Plans. Involved in initiating a number of projects at local level. Ran several election campaigns both national and local.

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Members Name	Organisation	Skills and Experience relevant to LAG	Financial Experience	Project Delivery
Peter Carey	Chief Executive	Chief Executive of Kildare County Council since 2014. Chief Executive of Laois County Council 2005-2014 Chairperson of LGMA. Member of the Housing & Sustainable Communities Agency (HSCA). Member of the National Building Agency (NBA). Oversees the smooth running of KCC, through its' 1,000 staff.	Responsible for an annual budget of €140 million.	As part of the day to day operations of KCC, the Chief Executive is responsible for a range of capital projects- roads, housing, facilities, Etc.
Mary Foley	Acting Head of LEO	Current Head of LEO since 2015. Leixlip Town Clerk for 16 years. Head of Community and Enterprise Section KCC for 4 years. Member of National Committee for Ploughing Championships.	Currently responsible for LEO annual budget €0.5M. Previously prepared and controlled Leixlip Town Council annual budget c. €0.5M. Managed Planning Department annual Budget KCC c. €8M.	Roll out and monitoring of national and local enterprise projects.
Sean Ashe	Chief Executive, KWETB	CEO of KWETB since 2013 previous CEO of Kildare VEC 2002-2013. Principal Maynooth Post Primary 1997 – 2002. Member of Senate National University of Ireland 2012-present. Patron Representative Community National School Naas and Greystones. Member of Governing Authority Maynooth University. Chair of Board of Management Straffan National School. Member of Governing Authority Institute of Technology Ireland. Member of Board of Trustees in five Kildare Community Schools. President of Chief Executive and Education Officers Association.	Manages a budget of €150M, with responsibility for some 2,500 staff.	Extensive experience of initiating and rolling out education/training projects across Kildare.
David Walsh	Chief Officer, HSE Dublin Mid Leinster	Extensive experience of commissioning services in Health Sector. Chairperson of newly established Suicide Prevention Plan Committee (HSE led) (linking into national policy).	Manage an annual budget in excess of €300M. BBS (Accounting).	Oversight of major infrastructural and service based projects over 15 years.

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Members Name	Organisation	Skills and Experience relevant to LAG	Financial Experience	Project Delivery
Patricia Finlay	Area Manager, Tusla Dublin South West, Kildare and West Wicklow	Oversees Tusla services for the region. Responsible for 180 staff. Chair of the Children and Young Persons Committee in Kildare and South Dublin. Chairperson of the Kildare Youth Mental Health group. Member of national Tusla initiatives focused on caseload management, responses to refugees and asylum seekers, provision of aftercare to young people leaving care. Member of LCDC SICAP sub group. Chairperson of Kildare parenting forum. Member of newly established suicide prevention plan committee (HSE led).	Oversees an annual budget of €30million.	Involved in a range of multi-agency initiatives focusing on addressing the needs of the most vulnerable children and families in Kildare.
Eoghan Ryan	Principal Officer, DSP Mid Leinster	Master's Degree in Regional and Urban Planning. MSc. In Urban Design. Formerly 15 years' experience as Head of Planning and Urban Design with a semi-state body. Significant experience as a planning consultant to Local Authorities across the country in the preparation of Development Plans, Local Area Plans, Village Design Statements; Urban and Village Renewal, Urban Design Projects; Design Briefs/Guidelines; community participation/engagement exercises; presentation and engagement with elected representatives, etc. Strong interest and experience in environmental, amenity and heritage projects.	Prior to taking up the position of Divisional Manager for Mid-Leinster in DSP, was responsible for oversight, control and management of an annual budget of €56M as Head of the Facilities Management Unit.	Numerous planning and urban design related projects. Headed a multi-disciplinary team of c. 13 consultants for the Dublin Docklands Development Authority. In DSP he led the team for the remodelling of the former Social Welfare Local Office network into the new and rebranded Intreo Centres (61 offices over 4 years).
Patricia O'Brien	Chairperson, CKLP	Worked in Education since 1993 – VEC and then KWETB. School Principal 2004-2012. Education Officer KWETB 2012-2015. School Principal since 2015. President (2010/11) and on Executive of the National Assoc. of Principals and Deputy Principals.	Managing €100k annual budget as School Principal. Also appointed as Manager and Treasurer for 2 primary schools – annual budget €90k combined. GAA long-term involvement and former Club Secretary – funding applications. Member of Hearings Committee – Kildare County Board.	As board member of KELT and CKLP – oversee the delivery of all of the projects funded under the last two LEADER programmes. On Board of KELT/CKLP since 2004. Vice-Chair of CKLP since it's' establishment. Chairperson of CKLP since 2015.

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Members Name	Organisation	Skills and Experience relevant to LAG	Financial Experience	Project Delivery
Pat Doyle	CEO, Peter McVerry Trust	<p>Appointed CEO of Peter McVerry Trust in late 2005. Over 26 years' experience of working in the area of social inclusion.</p> <p>Appointed by Government in 2011 to the Board of the Irish Court Service.</p> <p>In 2015, appointed to the Social Care Workers Registration Board.</p> <p>Member of the Dublin Regional Homeless Executive's (DRHE) Consultative Forum and the Inter-Agency Advisory Group (IAG).</p> <p>Elected to the Dublin Housing Special Policy Committee for Dublin City Council.</p> <p>Non-executive director for the European Anti-Poverty Network.</p> <p>Elected to the board of the Irish Council for Social Housing (Tier 2) in 2015 and is currently a director.</p> <p>Chair the Multi Agency Working Group on Sex Offenders (MAG).</p> <p>Former Chair of the Dublin Homeless Voluntary Network (2010-2012).</p> <p>Chair of the South Western Regional South Western Drug & Alcohol Task Force based in Kildare.</p> <p>Chair of Kildare LCDC Social Inclusion sub group.</p>	<p>In 2015, the overall budget for McVerry Trust was €13.5M.</p> <p>Member of the Courts Service Audit Committee and their tender committee.</p>	<p>Peter McVerry Trust currently provides a number of services in the Kildare County Council Area in collaboration with Kildare County Council:</p> <p>24 hour staffed residential facility located in Newbridge for 14 homeless persons (male and female). This service is expanding and will increase capacity during the 3rd quarter of 2016 by 50%.</p> <p>Step-down independent living units for those progressing from homelessness.</p> <p>Out of Hours Information and Advice Service for County Kildare.</p> <p>A staffed residential facility to be located in Athy providing accommodation to homeless families is currently in development in collaboration with KCC.</p> <p>Lead oversight role of SICAP on behalf of LCDC.</p>
Lisa Baggot	Co-ordinator, South Western Regional Drugs and Alcohol Task Force	<p>Member of LECP Advisory Steering Group.</p> <p>Member of Kildare Children and Young People's Services Committee.</p> <p>Involved in school's completion programme.</p> <p>Member of various committees/work groups.</p> <p>Member of multi-agency groups and founder member of Kildare ISP.</p>	<p>Manage c. €1m annual budget.</p> <p>Oversee implementation of RDATA budgets.</p> <p>Oversee Pobal Funding. Lottery grants.</p> <p>Involved in a wide range of tendering processes.</p>	<p>Oversee a wide range of project development and implementation of drugs/alcohol specific and integrated services/programmes across the county.</p> <p>Involved in leading the completion and delivery of the LECP on schedule in 2015.</p> <p>Member of CKLP social inclusion subgroup over a number of years.</p>
Anthony Egan	Chairperson, County Kildare Community and Voluntary Forum	<p>Member of Kildare Community and Voluntary Forum since 2004</p> <p>2015 completed a course in Community and Leadership in Maynooth University.</p>	<p>Member of Naas UDC 1999-2004 (budget of €6m).</p> <p>Manager in Susco with an annual sales budget of €31m.</p>	<p>Involved in supporting a range of community based projects.</p>

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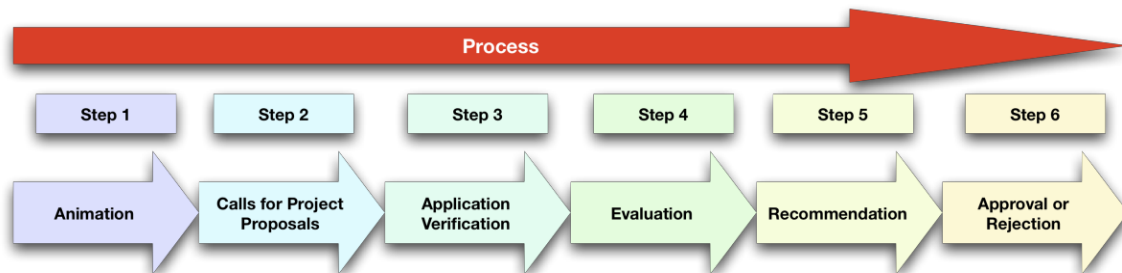
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Members Name	Organisation	Skills and Experience relevant to LAG	Financial Experience	Project Delivery
Dermot O'Donnell	Vice-Chairperson, County Kildare Community and Voluntary Forum	17 years' experience as Company Secretary and Board member of Kildare Leader Company. 15 years' experience as member, Chair & Vice-Chair of County Kildare Community and Voluntary Forum.	Manager strategic priority budget for disability with the Federation of Ireland for organisation development and capacity building	Led recent Disability Federation of Ireland, University of Limerick and various agencies to establish 'Sola' a Centre of Excellence for sustainable quality for the C and V sector. Board Member KELT since 1999. Board Member of CKLP since incorporation to date.
Sarah Shakespeare	Manager, Teach Dara	Involved in multiagency Integrated Services Programme in Kildare Town. Sourcing and monitoring funding for Teach Dara. Manage pilot budget for <i>Mojo</i> Programme in Kildare. Involved in secretariat of PPN Kildare. Manage CE and TUS staff to run Teach Dara.	Manage Teach Dara annual budget of €180k which includes funding from the National Office for Suicide Prevention to roll out <i>Mojo</i> programme in Kildare.	Rolling out community projects in Kildare Town based on needs analysis. Experience (over 5 years) working closely with Partnership companies. Knowledge of monitoring and reporting on IRIS. Previously employed in a Partnership Company.
David Walsh	An Taisce	Board member of CKLP for more than 6 years. Former Lecturer Maynooth University. Considered many projects under the Rural Development Programme ranging from small to very large. These varied across community development and business creation, and village renewal and through this have gained immense experience.	Overseen the implementation of the last LEADER Programme.	As board member CKLP – overseen the delivery of all of the projects funded under the last LEADER Programme. Current board member of CKLP.
Mary Waters	Farming: IFA	Runs own business. Member of County Kildare Childcare Committee. Active member of the IFA.	Manages own business budget.	Involved in Community Alert initiative in own area focusing on local issues of farming community.
Allan Shine	CEO, North Kildare Chamber of Commerce	CEO of North Kildare Chamber 2011. Chairperson of Kildare Local Employment Service Network 2014 and Director since 2012. Advisory Board Member of EDEN in Maynooth University 2014. Skillnet Steering Committee of IITD 2015. Chambers Ireland Ratepayers and Local Government Group 2016. Member of Action Plan for Jobs, Mid East Region. Member of Urbact City Centre Project for Naas.	North Kildare Chamber turnover is €250,000 increasing annually by 10%. Surplus since 2013. Full oversight of Kildare Local Employment Service Network funding through DSP.	Successful launch/implementation of Chamber Strategic Plan. Involved in various community projects throughout the county. Delivering accreditation of Purple Flag status for Maynooth (Joint project with Kildare County Council). Involved in leading the completion and delivery the LECP on schedule 2015.

Appendix 4 Summary of Project Selection Process

Subject to the specific requirements of the Operating Rules, it is intended that the project selection process will comprise of six steps.

Figure 5 – Project Selection Process



Step 1: Animation

Information on the objectives of the LDS and the project application process etc will be available publically. Specific promotion will take place prior to targeted calls for applications e.g. at public and smaller scale meetings, on websites etc. The process for project selection, evaluation/scoring, and subsequent approval/rejection will be outlined. Websites of both the LAG and the Implementer will have a detailed section outlining the application process.

The Implementer staff will meet potential applicants prior to the application process to outline programme requirements that have to be met, provide templates and general information. Where appropriate, referrals will be made to other potential support agencies / organisations. The Implementer staff will meet all prospective applicants prior to and up to the closing of the Call Process (see below) to go through the standard requirements that have to be met, provide templates, and advice or access to advice through the LEO Office, Kildare County Council Office, Fáilte Ireland Office, etc.

Step 2: Calls for Projects

Under the Draft Operating Rules, a minimum of 40% of the project budget over the duration of the programme is to be allocated to *'time limited'* calls. These calls will be made simultaneously in the local press and broadcast media, through social media, and on the LAG and Implementer website.

The calls will be linked to the objectives and actions of the LDS, and will be at regular intervals.

Step 3: Application Verification

In accordance with the Operating Rules, potential applicants will be required to complete an *'Expression of Interest'* (EoI) for funding form prior to any application for support. No decision to accept or refuse a project will be made on the basis of the EoI. The EoI should be followed by a full application. All Expressions of Interest will be recorded on the ICT system and a list of EoI's that have not progressed further will be provided periodically to meetings of the LAG.

Step 4: Evaluation Committee

The Evaluation Committee is composed of members who are totally independent of the LAG. The individuals will have experience in Public Administration, Private Enterprise, Banking and Voluntary Community Activity.

Step 5: Recommendation

The recommendation of the Evaluation Committee will be passed by the Implementer's Board to ensure that the Implementer is satisfied that it has carried out its part of the due diligence prior to the recommendation going to the LAG. The Implementer's Board cannot change or alter the recommendation, however it can advise the LAG of any concerns it may have.

Step 6: Approval or Rejection

The recommendation, with or without comment, is sent to the LAG who considers the recommendation. The LAG has three options, accept the recommendation, reject the recommendation, or return the project to the Evaluation Committee to review further. The LAG will, through the Implementer, contact the applicant to inform them as to the outcome of their application. All applications evaluated will go before the LAG regardless of whether they have been recommended for acceptance, rejection or referral.

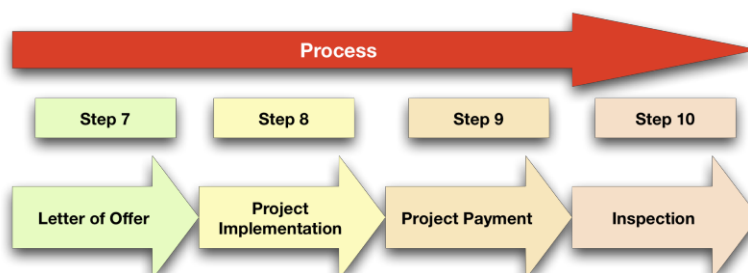
If accepted, a standard Letter of Offer will issue within two weeks. If rejected, a letter outlining the reason(s) will also issue within two weeks.

Letter of Offer, Project Implementation and Payment

Step 7: Letter of Offer

The Implementer will draw up a draft Letter of Offer to reflect the LAG decision. The Chief Officer of the LAG will approve and sign off the Letter of Offer and the Implementer will issue the Letter of Offer on LAG headed paper. The Applicant will have 10 working days to accept or reject the offer.

Figure 6 - Letter of Offer, Project Implementation and Payment



Step 8: Project Implementation

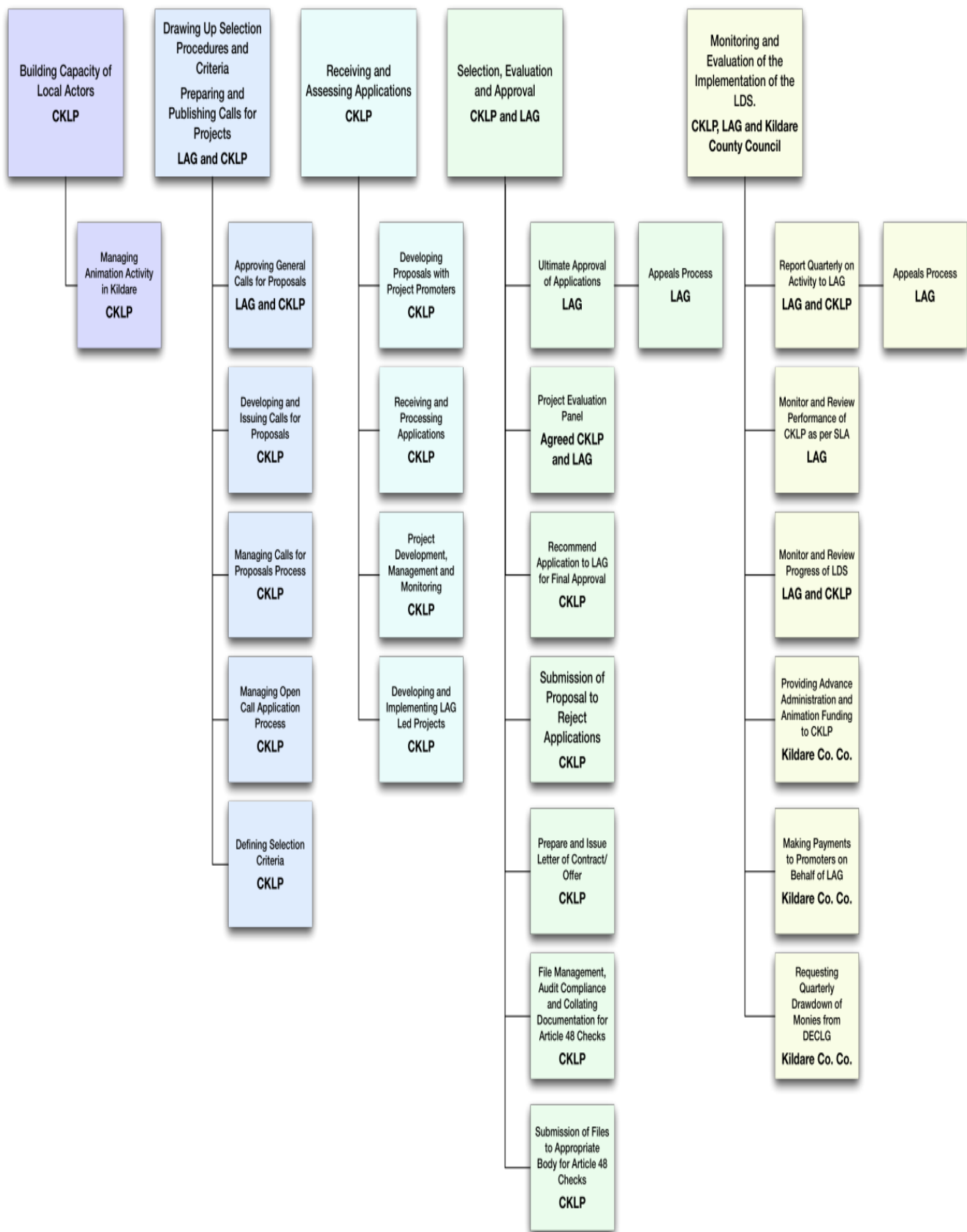
The Implementer staff will work with the project promoter to ensure implementation as agreed within a six-month time frame. Contract Extensions can be offered in exceptional circumstance subject to LAG Approval. The Implementers' staff will maintain the project file, and prepare these for Article 48 checks.

Step 9: Payment

Payment will be made after the completion of Article 48 checks by the Financial Partner.

Step 10: Inspection

Projects will be subject to pre and post payment inspections. Post Payment Inspections can occur up to 5 years after payment.



Appendix 5 Summary of implementing process

Appendix 6: Principles of Partnership Approach

The following partnership approach has been agreed between the LAG and the Implementing Partner. This will be formally embedded in the SLA.

1. The LAG will ensure coherence with the community-led local development strategy when selecting operations by prioritising those project types and themes according to their contribution to meeting that strategy's objectives and targets; the Implementing Partner will discharge their role under the SLA.
2. The role of the Implementing Partner will be as the Implementing Partners of the LAG for the duration of the LEADER programming period, subject to continued compliance with the requirements of the Managing Authority (Department) and as per the service level agreement with the LAG.
3. The implementing role will be assigned to the Implementing Partner for all project implementation elements of the programme, i.e. there will be no fragmentation of the programme delivery role and funding among other LAG partners.
4. In relation to RDP initiatives and schemes, where rolled out by the LAG, these will be delivered by the Implementing Partner as provided for in the EU Regulations. These will include: *'some elements of smaller, locally focused agriculture schemes such as water quality/biodiversity/EIP groups (Section 4.2) and outcome based conservation projections (Section 1(c)) and artisan food co-operation measures (Section 5c) could also be delivered through local structures such as LEADER'*. This will also include the co-operation element of the LEADER Measure.
5. 5% of the available Administration and Animation Programme Budget will be allocated to the Local Authority in respect of Article 48 Checks by a third-party, and to part-cover costs associated with the administration and organisational support of the LAG.
6. The operating methodology will be based on the CLLD (Community Led Local Development) and the established LEADER specificities. It will be pro-active, flexible and responsive to local needs and opportunities.
7. The national online reporting system that is made available will be used to support the administration of the programme, reducing the administration burden on the implementation and financial partners.
8. The LAG respects the multi-annual nature of the programme and will consequently facilitate administration and animation project allocation and expenditure to occur in a natural fashion including that all of the allocation may be completed before the programme end date.

Appendix 7: Governance Standards

Governance Standards: **Implementing Partner**

Company Policies and Procedures: The Implementing Partner provides staff and Board Members with detailed guidance to ensure a structured, balanced, transparent and focussed operation.

RDP Procedures Manual This manual has been compiled to assist the staff and Board to operate the RDP in an efficient and transparent manner for the benefit of all applicants. It details the segregation of duties that exist between the Rural Development Manager, Financial Controller, Administrator, Project Officers, Board and Committees.

Employee Policies CKLP implements policies and procedures that provide equality of opportunity, protect the health, safety and dignity of employees, and promote respect for others in the workplace.

Company Safety, Health and Welfare Statement The statement has been prepared and updated in accordance with the Safety, Health and Welfare at Work Act 2005. It sets out the various responsibilities of management, employees and subcontractors, and the arrangements made for the implementation of safety. It also offers guidance on hazards, risk assessments and control measures.

Fraud and Corruption This documents CKLPs policy towards detected or suspected acts of fraud or corruption. The policies relate to Directors, Board and Committee members, employees or other persons as designated by the Board/CEO. .

Director's Handbook This assists the Directors and Committee members by providing direction from admission on to the Board to retirement. Each new director is also given an induction pack, which acts as a detailed guide to CKLP, its structure, policies and procedures.

Committee Handbook Provides a general overview of the composition of Committees, their roles and duties, as well as the manner and means by which all meetings are to be operated to ensure business is carried out in an efficient and productive manner.

Appendix 10: LDS Electoral Districts

Table 46 – Kildare LDS by ED

ED ID	ED Name	Total Population 2006	Total Population 2011	Population Change 2011	Deprivation Score 2011
6001	Athy East Urban	3,609	3,867	7.15	-5.17
6002	Athy West Urban	2,991	2,944	-1.57	-14.84
6003	Naas Urban	20,044	20,713	3.34	5.76
6004	Athy Rural	2,181	3,671	68.32	-0.68
6005	Ballaghmoon	217	193	-11.06	-3.15
6006	Ballitore	780	1,026	31.54	-6.91
6007	Ballybrackan	468	548	17.09	-3.26
6008	Ballyshannon	1,626	1,752	7.75	2.82
6009	Belan	219	270	23.29	2.60
6010	Bert	154	156	1.30	-7.46
6011	Burtown	319	361	13.17	1.11
6012	Carrigeen	583	624	7.03	-1.68
6013	Castledermot	1,300	1,609	23.77	-5.41
6014	Churchtown	482	527	9.34	-3.20
6015	Dunmanoge	460	478	3.91	-2.99
6016	Fontstown	383	413	7.83	-2.32
6017	Graney	620	735	18.55	0.45
6018	Grangemellon	571	598	4.73	-8.04
6019	Harristown	382	452	18.32	-3.32
6020	Inchaquire	185	205	10.81	-0.26
6021	Johnstown	167	179	7.19	4.81
6022	Kilberry	580	619	6.72	-11.63
6023	Kildangan	535	693	29.53	3.31
6024	Kilkea	334	388	16.17	-4.13
6025	Kilrush	584	655	12.16	3.78
6026	Lackagh	683	790	15.67	2.11
6027	Monasterevin	3,649	4,347	19.13	-4.80
6028	Moone	429	471	9.79	2.19
6029	Narraghmore	713	784	9.96	-0.84
6030	Nurney	894	959	7.27	-2.66
6031	Quinsborough	137	145	5.84	7.58
6032	Skerries	483	658	36.23	-1.82
6033	Balraheen	1,682	2,245	33.47	5.96
6034	Celbridge	14,933	15,323	2.61	5.49
6035	Cloncurry	1,393	1,495	7.32	2.60
6036	Donadea	679	750	10.46	3.90
6037	Donaghcumper	4,233	5,710	34.89	9.99
6038	Kilcock	4,697	6,234	32.72	5.66
6039	Leixlip	14,833	15,597	5.15	5.00
6040	Maynooth	11,500	13,617	18.41	10.48
6041	Straffan	1,449	1,706	17.74	9.30

6042	Ballynadrumny	531	584	9.98	-2.31
6043	Cadamstown	1,108	1,265	14.17	2.47
6044	Carbury	1,721	1,850	7.50	-8.40
6045	Carrick	246	265	7.72	2.11
6046	Cloncurry	351	388	10.54	1.77
6047	Drehid	228	258	13.16	4.37
6048	Dunfiirth	690	751	8.84	1.67
6049	Killinthomas	337	321	-4.75	2.03
6050	Kilpatrick	841	866	2.97	-12.85
6051	Kilrainy	626	740	18.21	-2.15
6052	Lullymore	181	191	5.52	-4.46
6053	Rathangan	1,594	2,272	42.53	-3.87
6054	Thomastown	723	868	20.06	0.37
6055	Windmill Cross	882	1,137	28.91	-6.22

/continued /continued

ED ID	ED Name	Total Populatio n 2006	Total Populatio n 2011	Populatio n Change 2011	Deprivatio n Score 2011
6056	Ballymore Eustace	1,524	1,475	-3.22	-0.96
6057	Ballysax East	2,123	1,937	-8.76	-3.52
6058	Ballysax West	1,042	1,071	2.78	-3.40
6059	Bodenstown	3,734	4,643	24.34	5.93
6060	Carnalway	1,705	1,914	12.26	5.23
6061	Carragh	1,487	1,725	16.01	6.54
6062	Clane	6,076	7,527	23.88	5.73
6063	Donore	756	793	4.89	3.46
6064	Downings	2,576	2,886	12.03	0.22
6065	Droichead Nua (Newbridge) Rural	1,848	2,528	36.80	8.54
6066	Droichead Nua (Newbridge) Urban	7,888	7,563	-4.12	-6.68
6067	Dunmurry	401	440	9.73	2.10
6068	Feighcullen	526	586	11.41	-0.14
6069	Gilltown	896	944	5.36	4.32
6070	Kilcullen	3,020	3,296	9.14	1.64
6071	Kildare	8,791	9,325	6.07	-3.36
6072	Kill	3,734	4,449	19.15	5.37
6073	Killashee	295	309	4.75	13.86
6074	Kilmeage North	1,781	2,080	16.79	-5.19
6075	Kilmeage South	1,668	2,003	20.08	-3.70
6076	Kilteel	552	577	4.53	5.51
6077	Ladytown	862	941	9.16	9.78
6078	Morristownbiller	11,127	13,852	24.49	1.56
6079	Naas Rural	1,717	2,353	37.04	9.55
6080	Newtown	473	840	77.59	6.55
6081	Oldconnell	864	904	4.63	-2.02

6082	Oughterard	690	726	5.22	4.82
6083	Pollardstown	340	305	-10.29	1.65
6084	Rathernan	505	614	21.58	-2.72
6085	Rathmore	1,025	1,157	12.88	7.33
6086	Robertstown	1,893	1,923	1.58	-9.86
6087	Timahoe North	988	1,089	10.22	1.25
6088	Timahoe South	726	772	6.34	-4.47
6089	Usk	482	502	4.15	-0.79
	Total	186,335	210,312	12.87	2.34
	Mid East	475,352	531,087	11.72	1.51
	Southern & Eastern Region	3,105,002	3,345,595	7.75	1.26
	Ireland	4,239,318	4,588,252	8.23	0.24

Sources: CSO Census of Population - Pobal HP Deprivation Index (Haase and Pratschke, 2012)

Appendix 11 Kildare's Designates Areas of high nature value

Candidate Special Areas of Conservation in Co. Kildare

<u>Site Name</u>	<u>Site Code</u>
Pollardstown Fen	00391
Ballynafagh Bog	00396
Ballynafagh Lake	01387
Rye Water Valley at Carton	01398
Mouds Bog	02331
River Barrow and Nore	02162
Red Bog	00397

Candidate Special Protection Areas in Co. Kildare

<u>Site Name</u>	<u>Site Code</u>
Poulaphouca Reservoir	004063

Natural Heritage Areas in Co. Kildare

<u>Site Name</u>	<u>Site Number</u>
Carbury Bog	01388
Hodgestown Bog	01393
Ballina Bog	00390
Ballynafagh Bog	00391
Ballynafagh Lake	01387
Barrow Valley/ Tankardstown Bridge	00858
Corballis Hill	01389
Curragh	00392
Derryvullagh Island	01390
Donadea Wood	01391
Dunlavin Marshes	01772
Grand Canal	02104
Kilteel Wood	01394
Liffey at Osberstown	01395
Liffey Bank at Athgarvan	01396
Liffey Valley Meander Belt	00393
Moud's Bog	00395
Oakpark	00810
Pollardstown Fen	00396
Poulaphouca Reservoir	00731
Red Bog	00397
Royal Canal	02103
Rye Water Valley/Carton	01398

Nature Reserve and Ramsar Sites

<u>Site Name</u>	<u>Designation</u>
Pollardstown Fen	Nature Reserve
Pollardstown Fen	Ramsar Site

Source: Kildare County Development Plan 2011 – 2017

Appendix 12: Baseline Report AIRO 2015 – Data Sources and Data Sets used

1. **Central Statistics Office (CSO).** The main data sets sourced from the CSO were as follows:
 - Census 2011
 - Placed of Work Census of Anonymised Records (POWCAR)
 - Quarterly National Household Survey (QNHS)
 - Live Register
 - Crime data
 - Business Demography
2. **FORFAS & Department of Jobs, Enterprise and Innovation (DJEI)**
 - The number of jobs within Foreign and Irish owned companies at a county level.
3. **Faite Ireland**
 - Detailed dataset on visitor numbers and revenue (€) generated in all counties.
4. **Department of Social Protection**
 - Detailed statistics on levels of Rent Supplement expenditure at the local authority level.
5. **Daft.ie**
 - Detailed monthly analysis of the housing market for 34 areas in Ireland, including sales 'asking' prices and also rental prices.
6. **Higher Education Authority**
 - Variety of datasets on 3rd level education.
7. **Irish Times Feeder Schools**
 - Annual dataset on flows from secondary schools to 3rd level institutions.
8. **Department for Education and Skills (DES)**
 - Variety of datasets on primary and post-primary education in Ireland with information on school numbers, class sizes, pupil-teacher ratios and DEIS schools.
9. **Pobal/ Trutz Haase**
 - The Pobal HP Deprivation Index data is the primary dataset on social deprivation in Ireland.
 - Pobal also provided a complete inventory of all childcare facilities in the country.
10. **HSE Health Intelligence Unit**
 - A complete audit of health facilities in Kildare.
11. **Road Safety Authority**
 - Annual report on the number of road deaths and injuries.
12. **Sustainable Energy Authority of Ireland**

- Environmental datasets on Energy Balance and BER in Kildare.

13. Irish Wind Energy Association

- County by county summary of all windfarms located in Ireland.

14. Kildare County Council


- Wide variety of data from departments within the Local Authority.

15. Members of the LCDC

- Data from *Tusla*, *KARE* (disability), *South Western Regional Drugs and Alcohol Taskforce* and the *Children and Young People's Services Committee*.

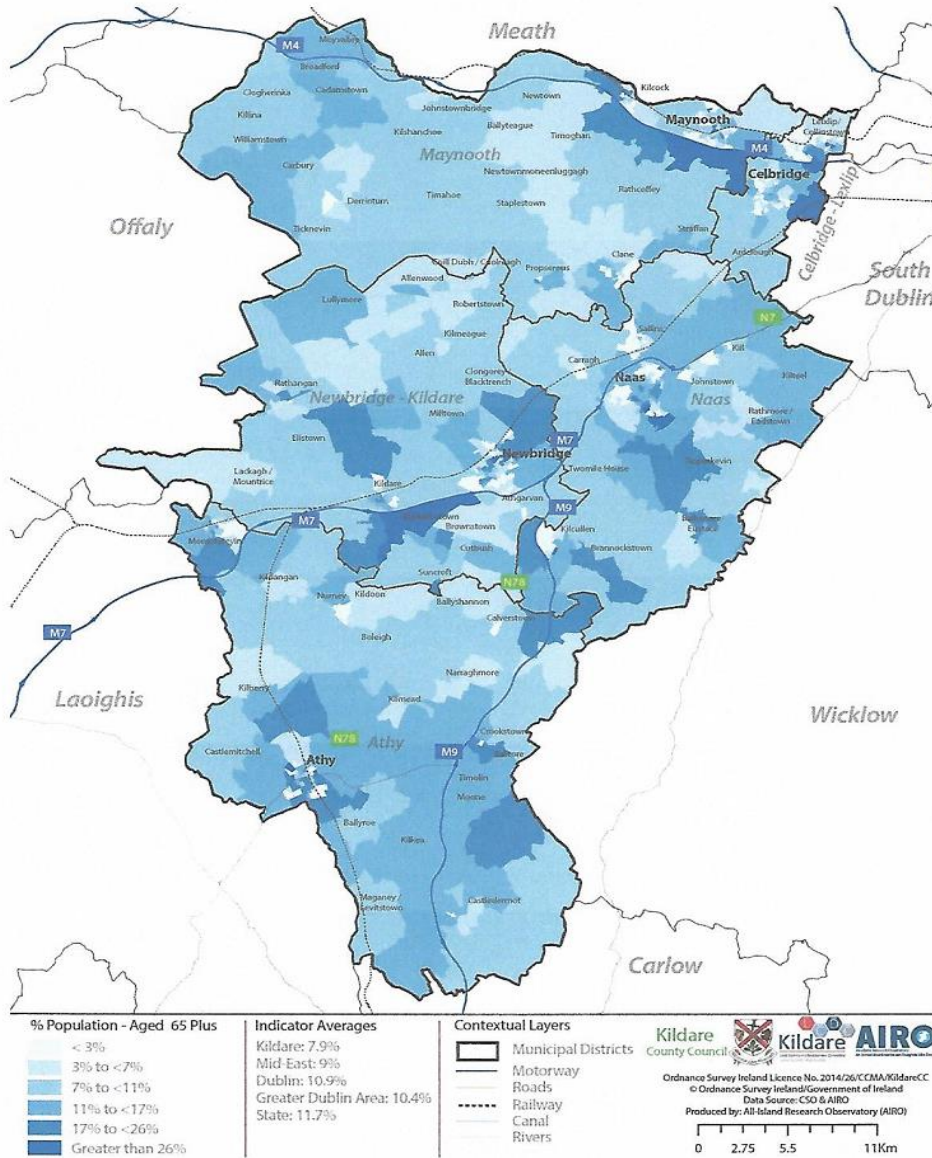
Appendix 13: Dispersal of Population aged 65+

Theme



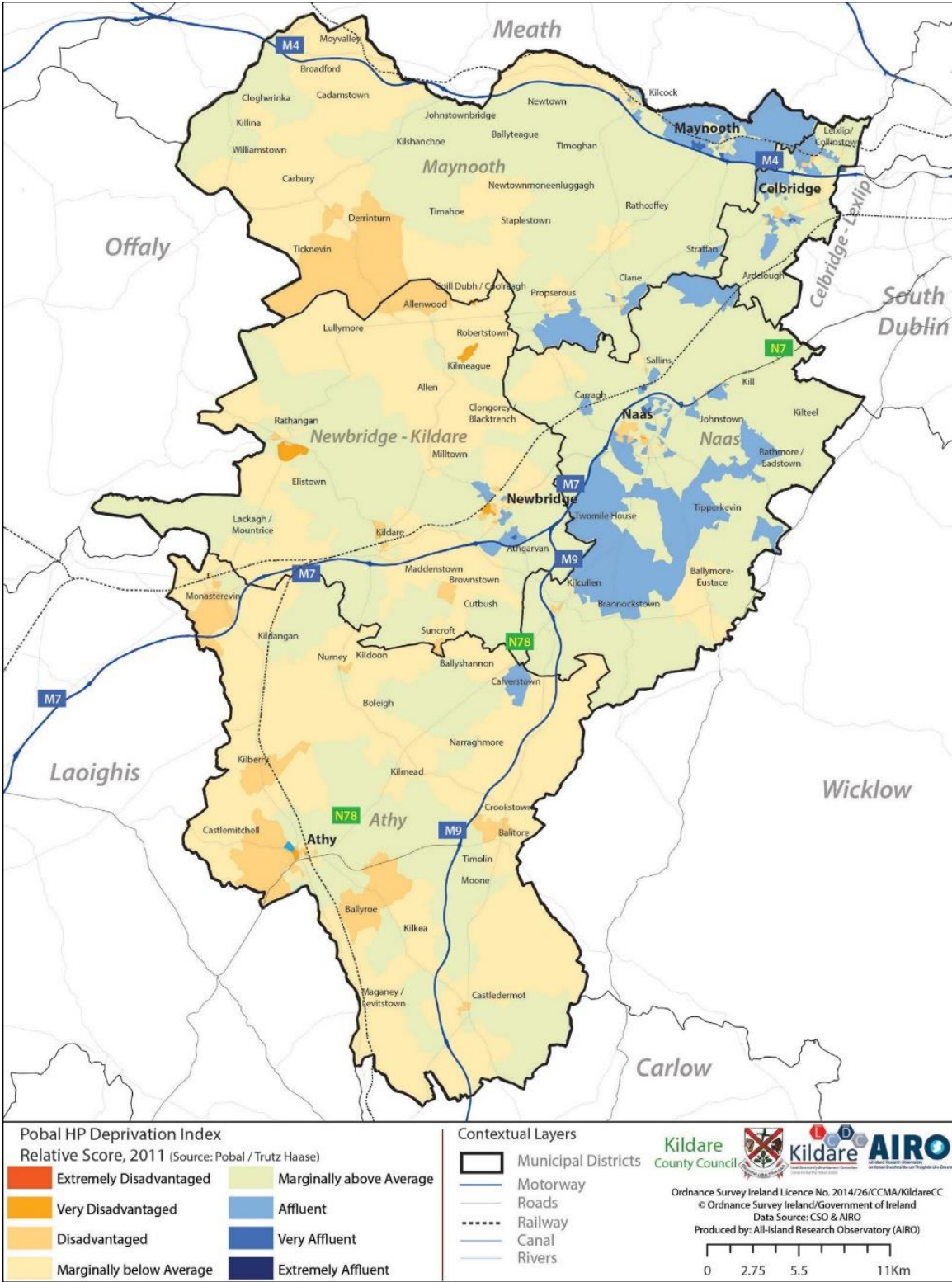
Population

INDICATOR: % POPULATION AGED 65 PLUS, 2011

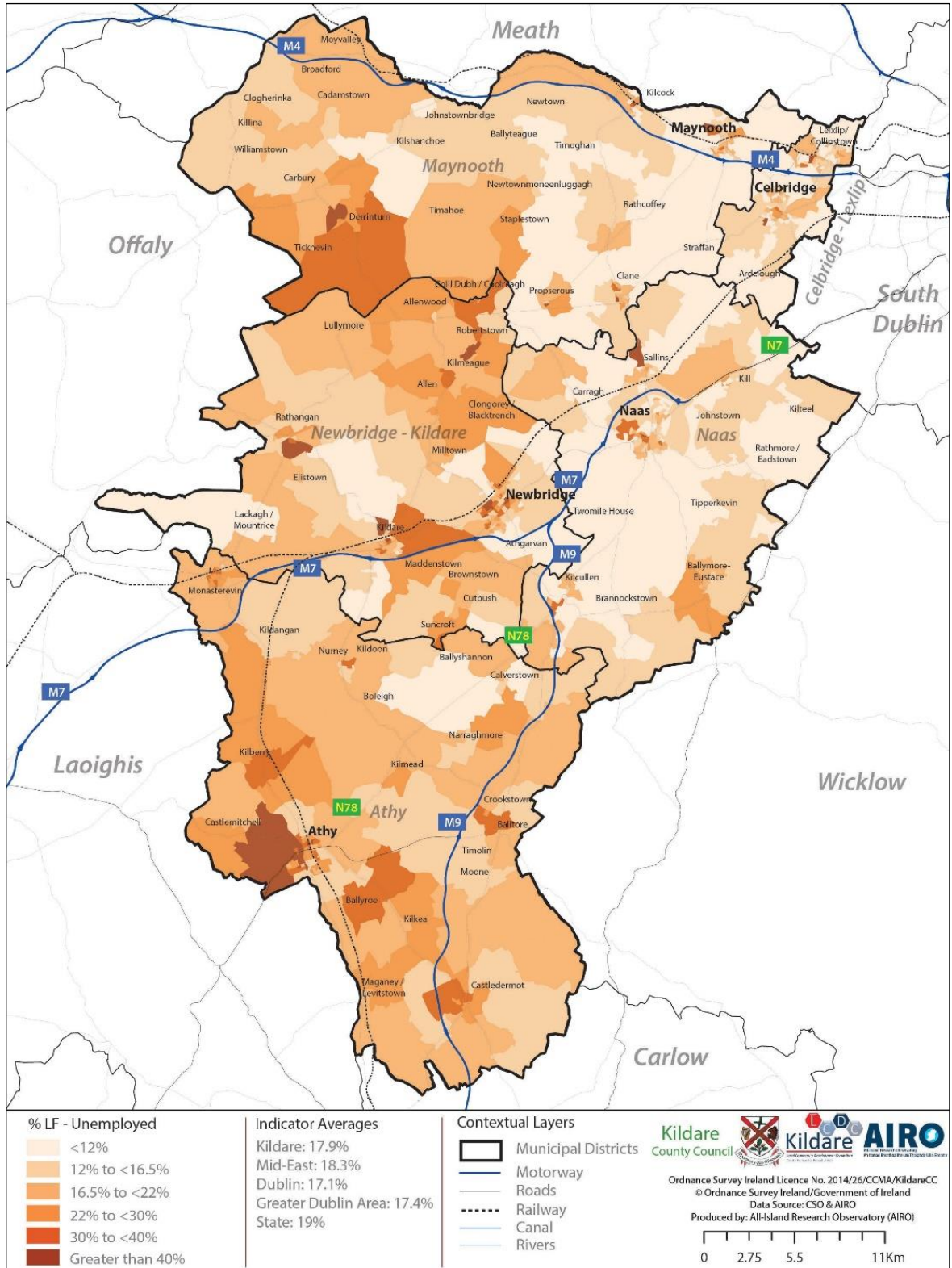


Map 1.15: % Population Aged 65 plus, 2011 (Source: CSO)

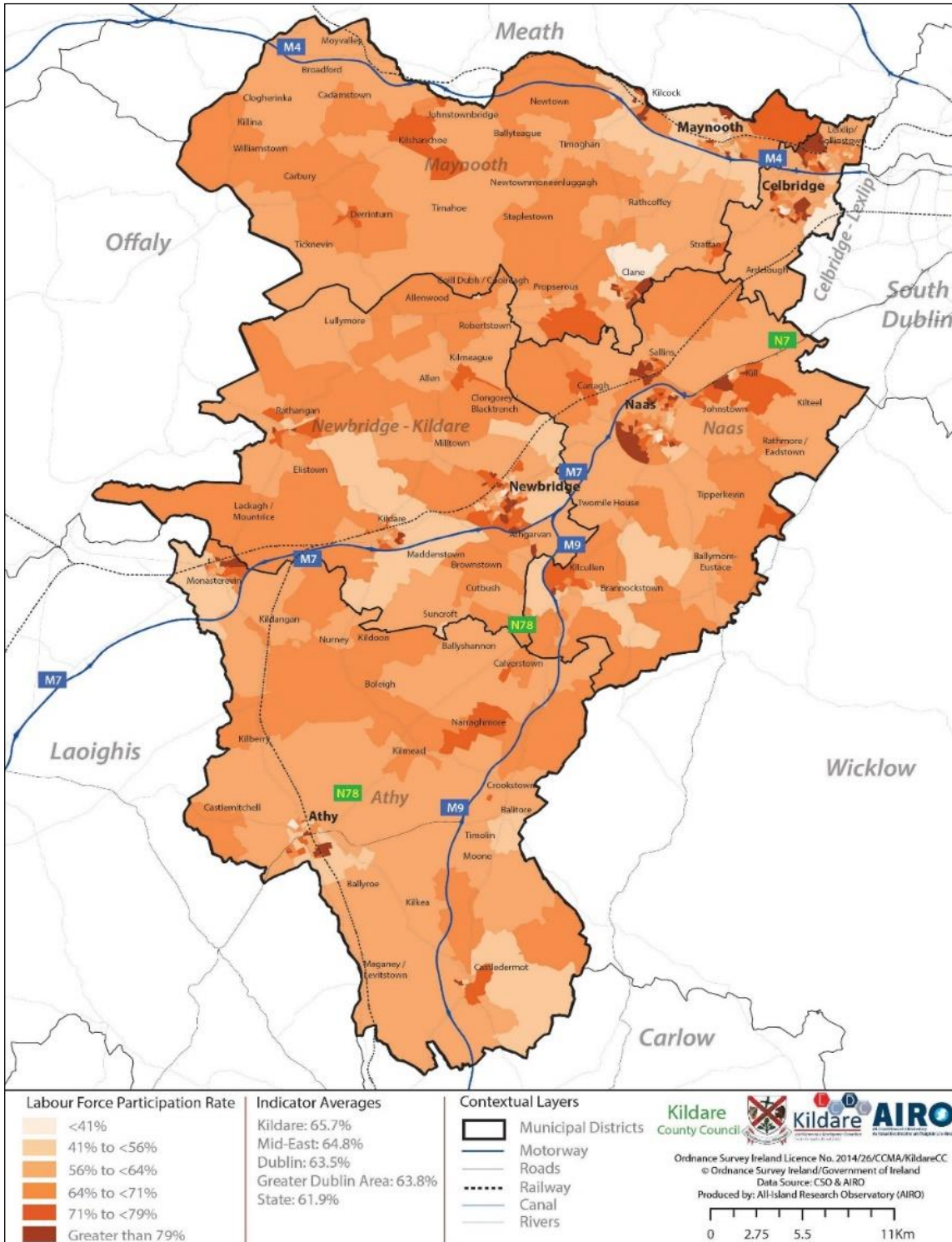
Appendix 14: Kildare Deprivation Index Map



Appendix 15: Unemployment Rate 2011



Appendix 16: Labour Force Participation Rate 2011



Appendix 17 List of Proposed Projects & Initiatives from consultation.

1.2 Enterprise Development

Enterprise Development	<p>County Initiatives</p> <p>Kildare Creative – Small Enterprise Networks Craft hub/ High-end design hub- Castledermot Small Enterprise Hub – investment with a suitable partner (e.g. Chamber of Commerce) Social Enterprise Initiative Kildare Information Portal</p> <p>Area & Promoter Specific Projects</p> <p>ACDAL – Social Enterprise Project Clane Project Centre Ltd – Community Enterprise Kildare Metal Recycling Resource Plastics Garvan de Bruir Dermot O’Shea – Rathangan Lullymore Equestrian Centre Redhills Equestrian Centre Carton Equestrian Centre Stephen & Sinead Cox Dunleavy Bespoke Muttz for Cutz Greenline North Kildare Chamber of Commerce Castletown Country Market</p>
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1.3 Broadband Development

Broadband	<p>County Initiative</p> <p>Training IT – Social Media Marketing / Enterprise</p>
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1.4 Rural Towns Revival

Rural Towns	<p>Rural Towns Revival Programme – A Proposed Flagship Initiative with the following towns participating:</p> <p>Athy- Castledermot Naas Town Kildare Town Celbridge</p>
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1. Social Inclusion through building community capacity, training & animation

<p>Basic Services – hard to reach Communities</p>	<p>County Initiatives Community Facilities Management Governance Training Rural Men’s Mojo - Mental Health- Programme</p>
	<p>Area Specific Projects Monasterevin Community Centre Castlemitchell Church Centre Robertstown Community – Heritage (Tourism) Centre Kilberry – Capacity Building – Integrated Services Programme (ISP) Ballitore Capacity Building - ISP Athy – ISP Kilcock Community Centre Ardclough Community Centre Nás Na Riogh Housing Association- Health Through Learning Centre Johnstown Community Facility</p>
	<p>County Initiatives Kildare Youth Services</p> <p>Area Specific Projects Animation/ Project Development for Athy Youth Shed (Music) Clane Youth Project – Capacity Building Curragh Pride Rathangan Youth Project Leixlip Community and Youth Centre Leixlip / Celbridge – Integrated Services Programme</p>

3 Rural Environment

<p>Rural Environment</p>	<p>County Initiatives Communities Environmental Programme Schools Environment Awareness Programme Country Markets – link into recycling initiative Walled Towns Network – Athy, Castledermot and Kildare Graveyards – traditional skills & appropriate maintenance 1916 Commemorations Pilot Initiative on Invasive Species Photographic Festival Local History Publications Bio-diversity Training Programme for Farmers Traditional Building Skills Programme.</p> <p>Area Specific Projects North West Kildare anaerobic digester Narraghmore Biodiversity</p>
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	<p> Monasterevin/Game Conservation Programme Athy/Barrow & Canals Initiative Irish Peatland Conservation Council Donadea Forest Park Ballymore Eustace Biodiversity Project Kilcullen Community Action De-Burgh Gardens, Naas The Acre, Celbridge The Spa-well, Leixlip The Abbey Centre, Celbridge Celbridge Under cabling Project Celbridge – River Liffey – pedestrian and viewing area Robertstown Biodiversity Interpretation Clane Abbey Conservation Project Clane Friary Mausoleum Project St. Michael’s Church, Athy (Historic Site) Medieval Garden – Kildare Town Management Plan for the Curragh Save Our Stories – Oral History Project </p>
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4. Support for Food Producers

Food	<p><i>County Initiative</i> County Kildare Food Hub</p> <p><i>Promoter Projects</i> Fiona Uyema Specialist Food Production Feighcullen Farm – Billy & Anne Marie Grey</p>
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RDP 2007 – 2013: Review of Projects as presented at public consultation events

2. Rural Economic Development –

1.1 Rural Tourism

Rural Tourism	Potential Projects
	<p>County Initiatives</p> <p>Digital Marketing Platform Initiative for County Kildare. Festivals Initiative Canals – walkways & cycleways (The Blueway ; River Barrow; St. Bridget’s Way) County Kildare Failte North East Kildare – Heritage Driving Route South Kildare Heritage Trail Local History – Tour-guide Training</p> <p>Area specific projects</p> <p>Ballitore Visitor Centre Moone Abbey Athy Heritage Centre Burtown House and Gardens The Kildare Maze, Prosperous Donadea Forest Park – The Walled Garden Kilcock – Canal Greenway Maynooth – Cultural Tourism Initiative Robertstown – Branding Project Lullymore Heritage & Discovery Park Irish Peatland Conservation Council (Lullymore) Kildare Town – Tourism Hub Kildare Town – Derby Festival Redhills Airsoft, Kildare Town. Solas Bhride Branding & Marketing Tara Weston – Equestrian Project. Stonebrook Farm Punchestown – Country Fair Event, Branding Ger Loughlin – Canal Barge Enterprise Celbridge Catchment Tourism Heritage Plan Celbridge Town Enhancement Sion Park Farm Salmon Leap Canoe Club Arthurs Way – Further Development Arthurs Way Related Projects Heritage Walks Heritage/Big House Festival Celbridge Riverside Walkway The Naas Greenway</p>

Appendix 18: Consultation Meetings & Attendees

Celbridge: 21st September 2015

Name	Address	Organisation
Tony McEvoy	Clane	Clane Community Council
John Kenny	Celbridge	Celbridge Community Centre – The Mill
Des Drumm	Clane	Clane Community Council
Bridget Moore	Celbridge	Ballynakealy Residents Association
Bernie May	Celbridge	Springfield Residents Association
Joe McBride	Straffan	Straffan Hall Committee
Annette Head	Celbridge	Celbridge Community Council
John Free	Straffan	Kildare Scout Group
Sean O'Murchu	Celbridge	

Maynooth: 22nd September 2015

Name	Address	Organisation
John Griffin	Straffan	Ardclough Community Council
Pauline Johnson	Straffan	Ardclough Community Council
David Kelly	Carbury	Clairstone Peat
Cllr. Teresa Murray	Maynooth	Kildare County Council
Mary Faughnan	Maynooth	Kildare Wicklow Education and Training Board
John Flood	Maynooth	Clonfert Equestrian
Antóin McDermott	Maynooth	Derrybeg Farm
Elizabeth Gannon	Clane	St. John of God, Kildare
Daragh O'Neill	Clane	Abbeylands Farm
Pat Boyd	Kilcock	St. Mary's Band, Maynooth
Peter Garrard	Maynooth	Maynooth Scouts
Seán Moriarty	Donadea	Rathcoffey GAA
Bridget Loughlin	Naas	Kildare County Council (Heritage Officer)
Norah McDermott	Leixlip	Maynooth I.C.A.
Paul Mooney	Maynooth	
Padraig McEvoy	Clane	

Athy: 28th September 2015

Name	Address	Organisation
Robby Garland	Celbridge	National Flight Centre
Adrienne Garland	Celbridge	National Flight Centre
Jean Moynan	Athy	Older Persons Council
David Henshaw	Athy	Older Persons Council
Monica Byrne	Athy	Older Persons Council
Sean Cleary	Timolin	Gordon Bennett Association
Frank Taaffe	Athy	Athy Heritage Centre
Bernard Clinch	Kildangan	Kildangan Scouts
Declan Nolan	Athy	Athy Community Association
Mairéad O'Flynn	Athy	Ballymore Eustace National School
Tom Kearney	Athy	Athy Town Twinning Committee
Elizabeth Fingleton	Athy	Fingleton & Co. Estate Agents
Sinead Leigh	Athy	Cloudtech
Adrian Conlan	Athy	Athy Chamber of Commerce
Cllr. Martin Miley	Fontstown	Kildare County Council
Marion Greene	Kilkea	Kilkea Lodge Farm
Patricia Berry	Athy	Kildare County Council
Raymond Pelin	Ardscull	Moate Lodge B&B
Melanie Treacy	Narraghmore	
Clifford Reid	Athy	
Willie Quinlan	Athy	

Kildare Town: 29th September 2015

Name	Address	Organisation
Pio Murtagh	Suncroft	Suncroft Development Ltd.
Seamus Quinn	Maddenstown	Black River Show Jumps
Marceline Gorman	Monasterevin	Monasterevin Community Centre
Brendan Kavanagh	Athgarvan	Kildare Grey Partridge Project
Declan Crowe	Nurney	Kildare Town Community Council
Alan Cunniffe	Naas	Kildare County Council
Karen Leigh	Kildare Town	Sensational Kids
Tom McCutcheon	Kildare Town	Kildare Heritage Centre
Bríd Reardon	Monasterevin	Monasterevin Community Centre
Paul Lenehan	Kildare Town	Kildare Chamber of Commerce

Liz Fitzpatrick	Ellistown	Castleview Farm B&B
Michael Joyce	Kildare Town	Accountant

Name	Address	Organisation
Mary O'Connor	Kildare Town	
Paula O'Rourke	Ellistown	
Leo Martin	Ellistown	

Naas: 30th September 2015

Name	Address	Organisation
Jos Evertson	Straffan	Celbridge and Straffan Parish
Oisín Kelly	Rathangan	Wind Turbine Engineering Ltd.
Mark Harpur	Tullamore, Co. Offaly	Siemens Ltd.
Jackie Ronaldson	Ballymore Eustace	Stonebrook Farm
Bill Clear	Naas	Naas Tidy Towns
John Farrelly	Brannockstown	Camphill Community
Tim Dunleavy	Caragh	Dunleavy Bespoke
Nuala Madigan	Lullymore	Irish Peatland Conservation Council
Ronan Murphy	Kilcullen	Kilcullen Community & Sports Centre
Amber Byrne	Dunshaughlin, Co Meath	Equus Live
Margarita Solon	Naas	Nás na Ríogh Housing Association
Garrett Prendiville	Sallins	Sallins Community Council
Bridget Murray	Sallins	Sallins Scouts
Karyn Jamieson	Ballymore Eustace	
Louise Duffy	Naas	
Eilín O'Carroll	Clane	
Louise Halford	Kildare Town	
James Kelly	Ballymore Eustace	
Andrew Cahill	Newbridge	
Owen Murphy	Kildare Town	
Paul Murphy	Kildare Town	
Jane Foley	Castlewarden	
Carmel Farrington	Ballymore Eustace	
Richard Farrell	Naas	

Tom Walkins	Straffan	
Seán Dunny	Naas	

Allenwood: 20th October 2015

Name	Address	Organisation
Barry Flanagan	Sallins	Kildare Brewing
Seamus Farrell	Derrinturn	Derrinturn Community Council
Marion Byrne	Donadea	Newtown/Donadea Senior Citizens
Ciaran O'Searcaigh	Coill Dubh	Timahoe Community Council
Leo Mather	Rathangan	County Kildare LEADER Partnership
Sean Flannery	Staplestown	Tir Na Mona Community Council
Michael Shine	Newtown	Newtown Community Group

Appendix 19: Other National and EU Programmes

Kildare LAG will ensure that supports delivered will not duplicate any interventions and supports under other national and EU programmes. This will be included as a principle of the evaluation sub group who will always consider if projects can be funded by other programmes or funding sources.